STRENGTHENING ABORIGINAL PARTICIPATION IN THE ECONOMY

Report of the Working Group on Aboriginal Participation in the Economy to Federal-Provincial/Territorial Ministers Responsible for Aboriginal Affairs and National Aboriginal Leaders

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1. INTRODUCTION

1.1 Purpose

While Aboriginal people (First Nations, Métis and Inuit) and their communities face many obstacles and challenges, there are tremendous opportunities to promote and enhance Aboriginal participation in the economy. This report makes recommendations to national Aboriginal Leaders and federal-provincial/territorial Ministers responsible for Aboriginal Affairs on strategies and approaches to strengthen Aboriginal participation in the economy. Pursuant to direction from Ministers and Leaders, the report addresses barriers to Aboriginal involvement in the economy, the importance of engaging the private sector and sharing best practices. The work was undertaken in accordance with the principles of collaboration, the recognition of diversity, and equality of opportunity for all Aboriginal people. It should be noted that not all issues apply in all regions. Different organizations and jurisdictions will have different priority issues and concerns.

1.2 Background

In December 1999, federal, provincial and territorial Ministers responsible for Aboriginal Affairs and national Aboriginal Leaders met in Ottawa and agreed to establish an Ongoing Process focused on achieving practical results through cooperative initiatives, providing increased communication and information sharing, and facilitating Aboriginal interests within government.

As part of the follow-up to this meeting, Ministers and Leaders mandated their officials to work together to recommend strategies and approaches to strengthen Aboriginal participation in the economy.[1] Under the direction of a Steering Committee of senior officials of the federal - provincial/territorial - national Aboriginal organizations, a Working Group comprising representatives of the five national Aboriginal organizations,[2] the federal government and the governments of British Columbia, Alberta, Saskatchewan, Manitoba, Ontario, Quebec, New Brunswick, Nova Scotia, Prince Edward Island, Northwest Territories, Yukon, and Nunavut was established to carry out this task and report to Ministers and Aboriginal Leaders.[3] Participants agreed that working together in the spirit of cooperation to address the economic challenges facing Aboriginal people is an important step in the formation of a positive environment to address issues of mutual concern.

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1 Communiqué: Annex 7.1

2 Assembly of First Nations, Congress of Aboriginal Peoples, Inuit Tapirisat of Canada, Métis National Council, and Native Women's Association of Canada.

3 Newfoundland participates at the Steering Committee level.

At the outset, the Working Group recognized that governments, Aboriginal organizations, the private sector and others have produced many reports related to Aboriginal participation in the economy.[4] Rather than duplicate these efforts by producing an in-depth study of its own, it was recognized that the Ongoing Process provides a unique multilateral forum for governments and Aboriginal organizations to exchange information about Aboriginal participation in the economy and jointly identify possible approaches and strategies to increase this participation. Collecting and sharing best practices and lessons learned from across the country formed a key aspect of this work, as experiences in one area can offer practical suggestions for others. These lessons learned and best practices are highlighted throughout the report and collected in a summary chart on best practices (Annex 7.2) and further discussed in Annex 7.3. The best practices information was used by the Working Group to identify the practical strategies and approaches suggested in this report.

This report recognizes the unique situations of different regions of Canada, particularly the differing levels of progress on land, resource and financial arrangements and other economic initiatives. The recommendations in this report complement those initiatives and provide further weight to the importance of both practical and proactive measures to improve Aboriginal participation in the economy, as well as the necessity of negotiated arrangements to bring further certainty to investment and business climate.

The Ongoing Process report[5] highlights the need to avoid overlap and duplication of other sectoral or multilateral processes and identify linkages to other fora. Consistent with this direction, the Working Group made note of related federal-provincial/territorial-Aboriginal initiatives and processes, including the Forum of Labour Market Ministers Working Group on Aboriginal issues, the meeting of federal - provincial/territorial Ministers responsible for Northern Development and the tripartite process on the Social Union Framework Agreement. Other sectoral processes include the Aboriginal Human Resource Development Council of Canada and, the National Round Table on the Environment and the Economy's Task Force Report on Aboriginal Communities and Non-Renewable Resource Development, among others. Recognizing they fall within the mandate of other processes, but in the spirit of building linkages, this report identifies the importance of skills, instruction and training and highlights some labour market issues.

1.3 Current Situation

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4 The Bibliography at the end of this report (Annex 7.6) provides an extensive list of studies and reports from various sources that have been used to inform the Working Group.

5 Stemming from the 1998 meeting in Québec City of Leaders of National Aboriginal Organizations and federal-provincial Ministers Responsible for Aboriginal Affairs, a Working Group of federal, provincial, territorial and Aboriginal officials developed a report outlining the structure, objectives and priorities of an ongoing process.

Statistics on population, employment, education, and other factors help us understand generally the current situation for Aboriginal individuals and businesses. While it is improving, Aboriginal people continue to face major challenges in socioeconomic development compared to non-Aboriginal people.

There are differences among the various statistical databases available in various jurisdictions. However, for consistency, information based upon the 1996 Census is utilized for this section. The Aboriginal Peoples' Survey and another general census are expected to be completed during 2001 and would provide more up-to-date socioeconomic information.

1.3.1 *Demographics*

- According to the 1996 Census,[6] 799,010 individuals reported Aboriginal identity. About two-thirds, or 554,000 people, were North American Indians, one-quarter, or 210,000, were Métis and one in 20, or 41,000, were Inuit. In all, 1,101,960 people reported Aboriginal ancestry. Of these, 867,225 reported North American Indian ancestry; 220,740 Métis ancestry; and 49,845 Inuit ancestry (note that some individuals reported identity or ancestry for more than one Aboriginal group).

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6 The 1996 Census asked both an ancestry and identity question. Unless otherwise indicated, the following population information is based on the identity population from the 1996 Census. However, the statistics using the ancestry population will yield a different result. It should be noted that an estimated 44,000 people were living on Indian reserves and settlements that were incompletely enumerated and are not included in the totals. Most of these people were registered Indians, so the impact of incomplete enumeration and under-coverage is greatest on data for North American Indians and for persons registered under the *Indian Act*.

	Total Pop.	*Total Aboriginal Pop.*	*Aboriginal Pop. as % of Total Pop.*
Canada	28,528,125	799,010	2.8
Newfoundland	547,160	14,205	2.6
Prince Edward Island	132,855	950	0.7
Nova Scotia	899,970	12,380	1.4
New Brunswick	729,630	10,250	1.4
Quebec	7,045,080	71,415	1.0
Ontario	10,642,790	141,525	1.3
Manitoba	1,100,295	128,685	11.7
Saskatchewan	976,615	111,245	11.4
Alberta	2,669,195	122,840	4.6
British Columbia	3,689,755	139,655	3.8
Yukon Territory	30,655	6,175	20.1
Northwest Territories	39,455	18,995	48.1
Nunavut	24,665	20,700	83.9

Table I. Aboriginal Identity Population 1996.

- $ The highest concentrations of Aboriginal people were in the North and the Prairie provinces. Ontario had the largest North American Indian population; Alberta had the largest Métis population; and Nunavut the largest Inuit population.

- $ According to the Indian Register, the 1996 registered Indian population was 627,213, of which 366,248, or 58%, lived on - reserve.

- $ The Aboriginal population is significantly younger than the overall Canadian population and is growing at a faster rate.

- $ Over the next 20 years, the overall population will be aging from the labour force years (15 - 65) into retirement ages. However, the Aboriginal population will be aging from youth into working ages.

- $ Over the next 10 years, the Aboriginal working-age population will grow 3-5 times as fast as its non-Aboriginal counterpart. The impacts will be particularly marked in western Canada.

See Annex 7.4: Table II, Aboriginal Population in selected Urban centres.

1.3.2 *Employment*

- $ Aboriginal participation in the labour force and employment rates are lower than those for non-Aboriginal people. Only 54% of working age Aboriginal people are employed, compared to 71% of the non-Aboriginal population. To achieve employment parity, an additional 80,000 jobs are required now.

- In 1998/99, First Nations (on-reserve) communities had a social assistance dependency ratio of 39%.[7]

- Sectoral employment patterns indicate that Aboriginal people off - reserve work in lower skill industries more often than non-Aboriginal people. Aboriginal people on - reserve are polarized at the top and bottom skill levels.

1.3.3 *Education*

- Only 54% of working age Aboriginal people have a completed high school education (37% on-reserve) compared with 65% for all Canadians. At the provincial level, some 60% of Aboriginal people in Manitoba and Saskatchewan have less than secondary education.

	With Secondary Diploma	*With Post-Secondary Diploma/Degree*
Participation Rate		
% Aboriginal	*79*	*85*
% Non-Aboriginal	*89*	*94*
Unemployment Rate		
% Aboriginal	*14*	*16*
% Non-Aboriginal	*5*	*4*

Table III. Even with high school and post-secondary diplomas, Aboriginal people are participating in the labour force at lower rates than non-Aboriginal people.

See Annex 7.4: Table IV Comparison between Aboriginal and non-Aboriginal people in Attainment of Education Levels.

1.3.4 *Business*

- The 1996 Census showed that more than 20,000 Indians, Inuit and Métis who were self-employed and 3.9% of all Aboriginal adults (age 15+) own a business versus the Canadian average of 7.9%.

- This is an increase from 1981 - and while it reflects fast population growth, it also highlights a growing interest among Aboriginal people in pursuing their own businesses.

- Between 1981 and 1996, the number of Aboriginal people who were self-employed grew more than 22 times faster than the national average.

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7 Corporate Information Management Directorate, Indian and Northern Affairs Canada.

- $ Average earnings for a self-employed Aboriginal individual are $18,947 compared with the Canadian average of $29,847.

- $ Aboriginal entrepreneurs are most prevalent in primary industries (logging, farming, mining), recreational/personal industries, construction and transportation, but are also venturing into the new knowledge-based economy.

- $ Not only has the increase in Aboriginal self-employment been substantial, but many of these business-owners also hire additional help. The 1996 Aboriginal Business Survey[8] found:
  - $ 46% of Aboriginal businesses hire additional full-time, permanent workers; as well,
  - $ 46% hire at least one permanent part-time worker, and 43% hire at least one temporary/casual worker.

1.3.5 *Income*

- $ Over the period of 1985-1995, the average individual income of non-Aboriginal Canadians increased to $19,831 (1986 constant dollars), compared with $13,020 for Aboriginal Canadians as a whole, $13,995 for Métis, $12,268 for Inuit, $13,830 for status Indians off-reserve, and $10,528 for status Indians living on - reserve.

- $ The Aboriginal population is much younger than the overall non-Aboriginal population. In 1996, 35% of the Aboriginal population was under age 15, compared with just 20% of the non-Aboriginal population. These statistics highlight the importance of increasing the participation of Aboriginal people and communities in local, provincial and national economic initiatives. The growing population holds tremendous potential that can be tapped into if all parties work together.

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8 Conducted by Industry Canada for Statistics Canada.

2. CHALLENGES AND BARRIERS

2.1 Challenges and Barriers

Historical and current circumstances create challenges and barriers to the participation of Aboriginal individuals, businesses and communities in the mainstream economy. These barriers have been well-documented in many reports and studies.

A number of these challenges and barriers have been identified by the Working Group, taking into account the existing literature and contemporary discussion on this issue. They are presented according to six themes used to organize this report: building understanding; maximizing economic potential; creating a stable business environment; human resources and support; physical infrastructure; and financing.

For the purpose of this section, the following themes may reflect broad economic and social challenges and a short list of examples on specific barriers are noted under each to add context.

2.1.1 *Building Understanding*

- $ In some instances, communication linkages between appropriate Aboriginal and governmental representatives are not effective.

- $ Often there is inadequate Aboriginal input in government policy on economic development.

- $ Systemic barriers, misconceptions and stereotypes about Aboriginal people have had negative implications for Aboriginal participation in the economy.

2.1.2 *Maximizing Economic Potential*

- $ There has been a lack of diversity in the economic opportunities available to Aboriginal people, businesses and communities including such areas as natural resources development, tourism and technology.

- $ Many Aboriginal businesses have difficulty in accessing broader markets for their products and services.

- $ There are inadequate connections and linkages between Aboriginal communities and traditional economies with the mainstream economy.

2.1.3 *Creating a Stable Business Environment*

- $ Unresolved land settlement issues create uncertainty around land and resource use and ownership, making it difficult to attract and maintain investment opportunities.

- $ Smaller communities have faced an exodus of human and financial resources, resulting in economic leakage and a lack of qualified individuals to participate in economic initiatives.

2.1.4 *Human Resources and Support*

- $ Many Aboriginal businesses and communities lack business expertise in marketing, bookkeeping, manufacturing and management skills.

- $ Education systems require support, particularly in curriculum development, to augment the foundation for capable human resources.

- $ In northern or rural remote communities, many Aboriginal businesses and communities lack access to, or awareness of, coordinated business support and advisory services.

- $ There is fragmented participation of Aboriginal people, taking advantage of existing training opportunities. However, even with access to appropriate training and possessing the requisite skills, lack of experience seems to be preventing Aboriginal people from obtaining employment.

- $ The lack of senior-level representation of Aboriginal people within the workforce contributes to the difficulty in recruiting and retaining Aboriginal people.

2.1.5 *Physical Infrastructure*

- $ Many Aboriginal communities, particularly those in remote or northern areas, have inadequate access to infrastructure, including roads and serviced lands.

- $ Transportation costs are particularly high in northern and remote communities. Marine infrastructure is a particular concern for Inuit communities.

- $ There is a lack of affordable access to high-speed Internet connections and limited and/or costly access to computer knowledge and hardware for Aboriginal businesses in remote areas.

- $ The availability and cost of energy in remote and northern communities can prohibit successful business development.

2.1.6 *Financing*

- $ Aboriginal businesses often lack equity and have difficulty acquiring adequate business financing. Access to loan guarantees, equity and debt financing are issues for both business and community development.

- $ On reserve, *Indian Act* provisions pose particular obstacles to obtaining financing.

- $ The rural and remote locations of many Aboriginal businesses also mean that financial institutions may not be available in the community.

- $ The ability to access micro-lending is particularly important and can be difficult for small Aboriginal businesses.

3. STRENGTHENING ABORIGINAL PARTICIPATION IN THE ECONOMY

3.1 Aboriginal Participation in the Economy

The term "Aboriginal participation in the economy" encompasses economic activity in Aboriginal communities and Aboriginal involvement in broader regional, national and international economies. As well, it includes the participation both of individuals and collectivities, such as Aboriginal communities (be they First Nation, Inuit, Métis, northern, rural or urban).

Aboriginal participation in the economy is a concept of engagement, whereby Aboriginal communities and individuals contribute to, and fully benefit within, Canada's economic growth and prosperity in all regions. The desired benefits of greater economic participation range from employment and wealth creation for individuals and enterprises, workforce skills development opportunities, community economic infrastructure development, business spin-offs and entrepreneurship, and revenue for the community. The benefits will vary according to local circumstances, opportunities and community priorities.

Approaches should take into account the different ways in which people shape and participate in the economy as consumers, workers, business people and governments. For instance, Aboriginal individuals may choose to participate as business people in the broader economy, while Aboriginal communities or governments might implement initiatives that shape their internal economies based on cultural, political or social priorities and perspectives. One example is the Aboriginal Development Fund in Quebec which facilitates access to capital based on the priorities established by the community itself.

The Working Group agreed that community economic development is a key component in Aboriginal participation in the economy. It allows communities to initiate and generate their own solutions to common economic problems, thereby building long-term community capacity and fostering the integration of economic, social and environmental objectives. For example, the Economic Development Officers Network (EDON) in Nova Scotia which involves 13 First Nations, supports communication, information sharing, and creating opportunities for economies of scale. As a grassroots voluntary network, EDON creates opportunities for First Nations communities that would otherwise be unavailable.

The Working Group agreed on the importance of identifying the following building blocks of Aboriginal participation in the economy. With respect to these building blocks, there is a need to recognize the diverse aspects and orientations of each provincial, territorial and federal jurisdiction.

These building blocks include:

- $ a supportive business climate;
- $ supportive governance arrangements;
- $ economic development funding;
- $ effective policy and regulatory arrangements;

- $ support for individual, community and institutional capacity-building, including appropriate education, training, and workforce experience, tailored to cultural, social and regional needs and the actual job market;
- $ access to capital;
- $ access to markets, including international markets;
- $ adequate infrastructure, including transportation, technology and telecommunications; and
- $ natural resource development.

The Working Group discussed the interdependence of social, economic and political factors in developing healthy and skilled individuals and communities with the capacity to participate fully in the economy. As pointed out in the *Early Years Study*, a report prepared for the Ontario government by Margaret Norrie McCain and Fraser Mustard, early childhood development is critical for producing a competent and well-educated population that can participate in and support a strong economy.

While this report focuses on selected issues, it is important to acknowledge the interrelated factors that contribute to economic development in Aboriginal communities and Aboriginal participation in the broader economy. For instance, the level of Aboriginal participation in the economy compares unfavourably with that of the general population and a significant gap exists between Aboriginal employment and labour market participation rates compared to other Canadians.

Aboriginal income levels lag far behind overall general population incomes. Aboriginal education levels continue to be lower than those of the general population, as are business development rates. Fostering Aboriginal participation in the economy will require closing the gap between Aboriginal people and the population in general.

3.2 Opportunities

While there are many challenges, there are also tremendous opportunities on which to build. Governments are more aware of the challenges for Aboriginal participation in the economy and are taking concrete actions. Also evident is the greater willingness among private sector corporations to build more constructive relationships with Aboriginal communities and individuals as employees and business partners. Private sector players are looking for ways to build local workforces, particularly in rural and remote areas, and general partnering with governments and Aboriginal groups.

The rapid growth in the Aboriginal workforce over the next few decades will provide a large pool of potential employees, at a time when the broader Canadian population is ageing into retirement. This will be particularly important in some regions, such as Saskatchewan, where increased participation rates among the Aboriginal population are required to avoid a decline in the size of the labour force.[9]

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9 Social Trends Monitor, *Labour Market Trends*, Presentation to the Federation of Saskatchewan Indian Nations Governance Conference, May 10, 2000.

Furthermore, gains in educational attainment mean that Aboriginal people are better prepared to participate in the economy and reduce social dependency rates.

Aboriginal entrepreneurs are excelling in various fields and moving into new areas, from primary activities to manufacturing and services. While still most prevalent in traditional pursuits, such as fishing, trapping, farming, and contracting, Aboriginal entrepreneurs are also successful in pursuing ventures in new economy areas that are highly knowledge-based.

New information technologies offer the capacity to overcome barriers and create opportunities for connections with Aboriginal individuals, communities and businesses, regardless of where they are located. For example, Aboriginal Mall Inc., an Alberta-based Aboriginal company, offers e-commerce solutions through its business-to-consumer site, which enables Aboriginal people and companies to establish or enhance their online presence for the sale of goods and services. By using its business-to-business site, Aboriginal offices and communities will be able to purchase products online at more competitive prices and, eventually, to even bid on previously unavailable tenders.

Land, resource and financial arrangements provide for an influx of dollars and other economic development measures into Aboriginal communities, which increase their financial and economic development prospects.

To assist in creating a stable investment climate and the ability to move effectively to stimulate local economic development, self-government arrangements could enhance Aboriginal program, authority and jurisdictional responsibilities.

Overall, there is opportunity for Aboriginal peoples to pursue individual and community goals of self-sufficiency, inclusion, pride and prosperity through participation in the economy.

Three major parties support Aboriginal participation in the economy: the private sector; federal, provincial and territorial governments and institutions; and Aboriginal communities, institutions and governments. Each is discussed in turn to identify opportunities within each of the six aforementioned themes.

3.3 Engaging the Private Sector

Long term, sustainable employment for individuals and economic and business development for Aboriginal communities and businesses will be more successful to the extent that the private sector is fully involved. The private sector holds many of the tools for example, workforce experience and skills training, employment opportunities, business mentoring, capital, and market access and is a strong driver for economic development.

Aboriginal issues have a significant impact on the corporate sector and the national economy. Working with Aboriginal people, communities and businesses is not just a question of good corporate citizenship, it also makes good financial sense.

There are many good examples of private sector leadership in working with Aboriginal individuals, communities and businesses. However, significant opportunities remain for enhanced private sector involvement and expansion to sectors where currently there is little or no engagement. The statements of senior officials of several major Canadian corporations who have taken leadership roles in promoting Aboriginal participation in the economy illustrate some of the elements that should motivate private sector corporations to build mutually beneficial relationships with Aboriginal people and communities.

The Working Group discussed potential areas of focus for the private sector including:

3.3.1 *Building Understanding*

$ The private sector may take steps to better understand Aboriginal communities, cultures, business practices and economic development issues. This is also true for labour unions and corporate associations. Consultation and outreach to Aboriginal communities and organizations, cross-cultural training, and information-sharing are examples of steps that could be taken. For example, the Conference Board of Canada has a series of publications designed to explore various aspects of corporate - Aboriginal relations and showcase best practices.

$ The private sector, in working closely with Aboriginal groups and governments, could ensure that each of their needs is identified and shared. An example of a successful initiative is the agreement between Maritimes & Northeast Pipeline and the Assembly of Nova Scotia Mi'kmaq Chiefs, whereby the parties are committed to initiatives, such as addressing impacts on areas and providing cultural-awareness workshops for environmental inspectors.

> **"I'm well aware that in many businesses people don't always grasp the business benefits of relations with Aboriginal people and communities. For the Bank, the business benefits are clear. We see a significant and expanding market opportunity. The rapid increases in the Aboriginal population represent new customers. Land claims represent increased economic and financial clout of Aboriginal peoples and communities. The Aboriginal business sector – which has grown at a dramatic rate in recent years and is steadily moving the Aboriginal population towards economic self-sufficiency – is generating wealth and creating jobs."**
>
> **-Charles Coffee, Executive Vice President**
> **Government and Community Affairs**
> **Royal Bank of Canada**

$ To enable Aboriginal groups and governments to target private sector needs in their own planning, the private sector could provide them with the necessary information. Deton'cho Diamonds Inc. in the Northwest Territories is an example of an Aboriginal group teaming up with a group of investors to combine business expertise, diamond knowledge and experience and the human-resource network necessary to be successful.

$ Aboriginal communities may also choose to contribute traditional ecological knowledge in an economic collaborative arrangement with the private sector. These arrangements could range from value-added products to Aboriginal recommendations for environmental protection and mitigation.

3.3.2 *Maximizing Economic Potential*

$ Formalized agreements can create sustainable economic benefits for Aboriginal individuals, communities and businesses and address many of the barriers to participation. These are of particular importance in the resource sector, where Aboriginal people have frequently not shared in the benefits of development. Agreements can provide for jobs, training and local value-added opportunities and career development through contracting and sub-contracting, e.g. the Raglan Impact and Benefit Agreements between Falconbridge and the Makivik Corporation in Quebec. However, formalized agreements are not limited to the resource sector, e.g., the Assembly of First Nations and the Certified General Accountants of Canada are working together to develop recommendations for increased accountability and improved financial standards.

$ There are a number of existing arrangements that aim to engage the private sector on the urban front. For example, in Manitoba, the Employment Partnership initiative with industry, government, Aboriginal community and training partners addresses skill shortages in the aerospace industry.

"Remember that most of the deposits we are discovering today are in the north, in Aboriginal territory. One major advantage of having them as partners is that it makes it easier to gain acceptance for the project from all community and government stakeholders, and we make friends instead of enemies. In some cases, they are even ready to invest in the project. They bring an available workforce since they already live there and are proud to develop their region. As well, I personally believe that we give hope to them and their young people, who are too often not given the chance to demonstrate that they are also able to develop their community."

-François Fleury, Director General, Inmet Mining Corporation-Troilus Division

3.3.3 *Creating a Stable Business Environment*

$ Long-term business planning can reveal the benefits of engaging Aboriginal people, businesses and communities. For example, business may recognize that it is more costly to import skilled labour and face turnover costs in the long run than to cover the short-term costs of training local Aboriginal people.

3.3.4 *Human Resources and Support*

$ Private sector champions are key to leading their own organizations and encouraging other private sector players to take action. Experience demonstrates that senior executive leadership and advocacy is crucial to success in engaging the private sector. Larger firms can serve as role models for small and medium-sized businesses.

- In terms of capacity-building, companies can provide on-the-job training, apprenticeships, employment placement and mentoring for individuals. As profiled in *The Ties That Bind*, a study undertaken by the Conference Board of Canada (May 2000), business mentoring can facilitate the transfer of businesses expertise, management skills and technical knowledge from corporations to Aboriginal firms and improve the performance and potential of Aboriginal firms to take advantage of business opportunities. For example, through the Aboriginal Forest Technician Training Program in British Columbia, program mentors provide individually structured training that matches the operations of their company with the strengths, weaknesses and personal interests of the Aboriginal trainee.

> **"As the largest industrial employer of Aboriginal people in Canada, we feel a great responsibility to help educate other companies and Canadians in general about Aboriginal culture – and to replace negative stereotypes with positive realities... The payoff of our Aboriginal employment strategy runs both ways. The benefits in employment to the Aboriginal community are matched by the benefits to Syncrude of capable, committed employees."**
>
> **-Eric Newell, President and CEO of Syncrude Canada Limited**

3.3.5 *Physical Infrastructure*

$ Infrastructure investments could potentially open up existing economic opportunities, create access to new prospects, and provide a level competitive playing field for Aboriginal communities. An example is building roads to link Aboriginal communities to larger centres. This would allow Aboriginal communities to compete and be participants in regional economies. Infrastructure is a shared responsibility that creates a venue for building project-specific relationships with other governments, including Aboriginal governments.

3.3.6 *Financing*

$ Joint ventures and partnerships with Aboriginal communities and businesses can provide much-needed investment capital. Financial institutions also need to work with Aboriginal communities and businesses to develop products appropriate to the nature of Aboriginal communities and businesses, such as specialized financing mechanisms for northern communities. As shown by the Aboriginal/private sector partnerships encouraged by Quebec, governments can put into place the conditions necessary to promote business partnerships and initiatives.

3. 4 Role of Federal, Provincial and Territorial Governments and Governmental Institutions

Governments have an important role to play in fostering a more supportive environment, including the same access to the economic and financial tools as other Canadians in a manner consistent with the needs and priorities as expressed by Aboriginal individuals and communities.

Improving the economic situation of Aboriginal communities and individuals is a high priority for federal, provincial and territorial governments, as evidenced by Ministers' current agreement to focus on

Aboriginal participation in the economy. Some governments have developed broad policy approaches or statements on Aboriginal economic development, while others are addressing the issue through initiatives in certain sectors or through land-claim settlements, self-government agreements, or some combination of these approaches.

Governments recognize that in order to optimize their investments toward Aboriginal people, ongoing or stronger commitment is required to increase cooperative, coordinated work with each other, with Aboriginal groups and with the private sector.

The Working Group discussed some of the steps governments can take:

3.4.1 *Building Understanding*

- In order to facilitate Aboriginal participation in the economy there is a need for:
  - more coordinated approaches among government departments and between federal, provincial and territorial governments, private sector, and Aboriginal groups;
  - flexibility in policies, programs and services(a policy of legislative and regulatory flexibility such as implemented in Quebec can also facilitate Aboriginal participation);
  - less complexity and greater communication between appropriate Aboriginal and governmental representatives; and
  - Aboriginal input into government policy-making on economic development.

- A recent study on Aboriginal economic development in New Brunswick suggests that the way governments organize themselves to promote economic development is as crucial to the success of their efforts as the policies and programs themselves, and emphasizes the need to involve many departments and to coordinate efforts. The recent establishment of an intergovernmental forum between the federal, territorial and Aboriginal governments in the Northwest Territories is an example of how better organization and communication at the political level can foster coordinated action. This type of coordinated action is particularly important in northern Canada in order to ensure that policies, programs and services mesh with the processes of self-government, program transfers and further development of public territorial government.

- Governments can act as catalysts and facilitators in bringing parties together to tackle issues of economic development and Aboriginal participation. One means is to provide support for partnership processes and mechanisms. Examples include the Joint Economic Development Initiative, a tripartite federal-provincial-Aboriginal process designed to identify and encourage initiatives to stimulate economic development in Aboriginal communities in New Brunswick and Quebec's Aboriginal Development Fund, a funding source which has to be complemented by the community, federal government, or other partner funding to promote and enhance Aboriginal economic development and community infrastructure programs or measures.

- Another example is the Ontario Aboriginal Partnerships Recognition Award, which is designed

to acknowledge a successful Ontario based Aboriginal business partnership.

3.4.2 *Maximizing Economic Potential*

- $ Governments can support protocols and formalized agreements to facilitate private sector involvement and optimize economic benefits, such as the Whitehorse Mining Initiative[10] which is made up of representatives of the mining industry, governments, labour unions, Aboriginal peoples, and the environmental community. Its vision for a healthy mining industry includes recognition and respect for Aboriginal treaty rights and settling land claims while ensuring the participation of Aboriginal people in all aspects of mining.

- $ Operational policies of governments can spur economic growth. For example, the federal Procurement Strategy for Aboriginal Business helps Aboriginal firms do more contracting with all federal departments and agencies (through contracts being set aside for Aboriginal firms) encouraging Aboriginal firms to create joint ventures with other Aboriginal or non-Aboriginal firms in bidding for and executing government contracts, and encouraging sub-contracting to Aboriginal businesses.

- $ Governments can also develop and implement policies and programs to promote Aboriginal economic development. For example, Ontario's Aboriginal Policy Framework and Building Aboriginal Economies strategy both focus on economic development to strengthen the self-reliance of Aboriginal communities. The working partnerships program is a key initiative under the strategy and focuses on the promotion of economic partnerships between Aboriginal communities and the private sector.

3.4.3 *Creating a Stable Business Environment*

- $ Governments can work with Aboriginal communities to ensure that, where appropriate, financial, resource and land claim agreements include measures that enable local Aboriginal people to benefit from, and be active participants in, the development of their respective areas. Some examples of measures might include consideration for contracting, employment and training requirements, sharing of income and royalties, taxation and financial management arrangements, and roles in the planning and management of natural resources. For example, the Yukon Final Agreement provides for the establishment of a Training Trust to advance the training needs of Yukon First Nations, as set out in a training plan prepared by the Training Policy Committee. The Committee comprises three nominated members from the Council of Yukon First Nations and one representative from each of the governments of Canada and Yukon.

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10 In 1992, in Whitehorse, the Mines ministers of all senior governments at their annual conference agreed to become co-sponsors and trustees of the multi-stakeholder process and named the process the Whitehorse Mining Initiative.

3.4.4 *Human Resources and Support*

- $ Government can assist in raising private sector awareness of Aboriginal market potential and the available trained Aboriginal workforce. Examples include the federal Aboriginal Workforce Participation Initiative, Manitoba's Partners for Careers program which works to connect qualified Indians, Métis and Inuit graduates with Manitoba's employers and Saskatchewan's Aboriginal Employment Development Program, which establishes partnerships with public and private sector employers to remove barriers to Aboriginal employment and develop Aboriginal training focussed on present and future employment opportunities.

- $ Governments can also promote the establishment and development of local and regional administrative structures and institutions to encourage and support Aboriginal economic development and facilitate the participation of Aboriginal people in the economy. Quebec encourages Aboriginal participation in Local Development Centres and Regional Development Councils available in all administrative regions.

- $ Governments can also assist in building Aboriginal institutional capacity through alternative service delivery models of Aboriginal-specific programs and services. For example, the Ontario Aboriginal Economic Development Program, which is part of Ontario's Building Aboriginal Economies strategy, is designed to increase the capacity of Aboriginal communities to participate in the economy and to support the business-development needs of Aboriginal communities in Ontario. This program is administered by an Aboriginal organization with Aboriginal project decision-making powers.

3.4.5 *Physical Infrastructure*

- $ Generally speaking, all governments have a role in providing broader physical and social supports, which create a positive environment for economic development such as community infrastructure, hydro-power, housing, sewage systems, day-care, schools, hospitals, and police stations.

- $ In many cases, there are opportunities for partnerships with other parties like the private sector in investments related to physical infrastructure. The community infrastructure component of the Aboriginal Development Fund in Quebec can be used in the absence of existing programs for community infrastructure projects such as day-care centres, recreational, cultural or communications facilities, or measures such as repairs or replacement of existing community infrastructure in conjunction with other partners.

3.4.6 *Financing*

$ To create better conditions for investment on-reserve, or within Aboriginal communities, governments can work with First Nations and Aboriginal groups to harmonize, streamline and clarify the regulatory environment. For example, in a report prepared for the Department of Indian and Northern Affairs entitled "Expanding Commercial Activity on First Nations Land,"[11] some of the key recommendations include reducing search costs by improving the inventory of lands available for development and marketing them effectively, improving regulatory certainty, and building administrative capacity.

$ In British Columbia, capital that may otherwise be difficult for Aboriginal borrowers to obtain is provided through the First Citizens Fund Business Loan Program to support the creation or expansion of Aboriginal-owned businesses.

3.5 Role of Aboriginal Communities, Institutions and Governments

The contributions of Aboriginal people and communities themselves and their leadership are obviously at the core of efforts to advance Aboriginal participation in the economy. The Working Group discussed some of the steps Aboriginal communities, institutions and governments can take:

3.5.1 *Building Understanding*

$ Reaching out to the private sector is important for Aboriginal communities and businesses. Just as the private sector needs to appreciate the interests and practices of Aboriginal people, Aboriginal communities and businesses need to understand the business practices and priorities of the private sector companies with which they interact. One example of an initiative to increase networking between business and Aboriginal individuals and communities is the Council for the Advancement of Native Development Officers (CANDO), which hosted an Investment Zone conference to bring economic developers, investors and business people together to share information and form partnerships.

3.5.2 *Maximizing Economic Potential*

$ Aboriginal political organizations could be partners in capacity-building, creating a positive business climate, advocacy and mentoring. Community and organization leaders can play a key role in fostering an entrepreneurial mind set, and creating and encouraging interest within Aboriginal communities. For example, the Makivik Corporation is seeking to expand and upgrade its First Air fleet; and, Inuvialuit Regional Development Corporation and Nunasi Corporations, both Inuit Birthright Corporations, purchased Canadian North which provides air

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11 "Expanding Commercial Activity on First Nations Land" prepared by Fiscal Realities for Indian and Northern Affairs Canada and the Indian Taxation Advisory Board, November 15, 1999.

service to Nunavut and the Northwest Territories.

$ The Deton'cho Diamond Cutting Facility, partly owned by the Yellowknives Dene, is an example of how Aboriginal communities and business are optimizing economic potential by participating in activities within the diamond industry traditionally out-sourced to other countries. Local labour is learning the professional expertise to create a sustainable industry.

3.5.3 *Creating a Stable Business Environment*

$ Aboriginal governments could work toward arrangements to gain control of the areas of taxation, borrowing, and financial management to strengthen accountability as well as increase investor confidence.

$ Aboriginal communities that finalize land, resource and financial arrangements help to create a more stable, sustainable environment for business investment.

$ Some Working Group members agreed that a strong governance base is a key enabler to economic development. As such, they agreed with the results of the research carried out by the Harvard Project on American Indian Economic Development. It emphasized the importance of governance and institutional factors for successful economic development in Aboriginal communities. Similarly, some members mentioned Donald Savoie's study of Aboriginal economic development in New Brunswick, which argues that Aboriginal economic development should focus on the broader social development of Aboriginal communities and New Brunswick in general, rather than on narrowly, focused economic development initiatives, while not discounting the role of the latter. Federal, provincial and Aboriginal governments can play a key role in putting the components in place so that the "people factor" can develop - the education levels, confidence, and all other factors that affect a people's capacity to develop socially and economically.

3.5.4 *Human Resources and Support*

$ The creation of, and support for, institutions that assist in various aspects of economic development are also very important. This includes institutional organizations in urban areas that have supported Aboriginal economic participation through such measures as the creation of networks to connect businesses and identify opportunities for Aboriginal people to become involved. The First People's Business Association in Quebec supports the promotion, development, networking and emergence of strategic alliances and partnerships between Native enterprises and the national and international business community.

$ The institutional base to support economic development is important. This includes support for capacity-building, provision of appropriate planning tools, and training and support for economic development practitioners in communities and institutions. Aboriginal organizations and communities should engage in long term community strategic planning and participating in

regional planning structures. The Métis Human Resources Development Society provides labour-market training and is a service institution of the Métis Nation of Alberta.

- $ Aboriginal training agencies can play a central role by supporting the development of skills that correspond to emerging economic opportunities. For example, CANDO offers a Certified Aboriginal Economic Developer Program that provides practical certification for positions in economic development. In so doing, it also creates a useful benchmark of requisite skills and knowledge for positions in the field.

- $ Band and tribal councils and other Aboriginal organizations can play a key role in training by acting as coordinators and employers for activities by accessing funding support. Programs can support Aboriginal organizations in developing and implementing labour market, youth and child-care programs designed to address the local and regional needs of Aboriginal people.

- $ Aboriginal traditional ecological knowledge is a valuable skills-base for developing economic opportunities. This knowledge, combined with job skills, could provide opportunities in areas such as land-use planning, environmental assessment, geographic information systems, and medical research and development.

3.5.5 *Physical Infrastructure*

- $ Aboriginal communities may choose to develop land for private sector use, e.g, industrial parks.

- $ Even the remotest of communities can seek out partners and benefit from connectivity in the new knowledge economy.

3.5.6 *Financing*

- $ Aboriginal institutions are available to be business partners to invest, to share in profits, and in risk. For example, the First Nations Bank is owned in partnership with the Toronto Dominion Bank and the Federation of Saskatchewan Indian Nations and Peace Hills Trust is owned and operated by Samson First Nation in Alberta.

- $ In the Yukon, Däna Näye Venture is a well-established Aboriginal financial institution, 100% Aboriginal owned and controlled, which provides developmental lending, full commercial business loans, complete business services, and a training division for Aboriginal entrepreneurs and businesses.

- $ Clarence Campeau Development Fund established by the Métis Society of Saskatchewan, provides access to funding for equity which leverages financial support from conventional lenders to support community development initiatives, the development of management skills and assistance to new and existing Métis businesses.

4. COMMON CHARACTERISTICS OF BEST PRACTICES AND LESSONS LEARNED

The Working Group agreed that a key priority of the report was to identify best practices whereby established policies, programs, agreements or arrangements between Aboriginal, federal, provincial and private sector partners are considered beneficial to all parties to achieving the mutual goal of increasing Aboriginal participation in the economy.

All jurisdictions were invited to provide one or two examples of best practices according to the following key factors: description, outcomes, lessons learned, possible application, and contact information. The 51 submissions do not represent an exhaustive inventory but provide some valuable insights into work currently under way (see Annex 7.2 for a summary of best practices and Annex 7.3 for Best Practices).

A number of common elements evident among the best practices may clarify how best to address barriers identified earlier in the report. These common principles include:

- **Inclusiveness:** meaningful participation by Aboriginal communities and organizations should take place early in the planning stages of policy or program development to actively link Aboriginal organizations with business and industry and to allow for significant input from Aboriginal people to the process.

- **Transparency:** sharing of information and decision-making between Aboriginal people, governments, private sector, and other parties.

- **Flexibility:** policies and programs should allow for the possibility of tailored approaches to the various circumstances, recognizing cultural and regional differences and sensitivity and promoting awareness and understanding between Aboriginal and non-Aboriginal peoples.

- **Follow-through:** maintaining momentum through appropriate follow-up activities is critical, including support for human-resource development, infrastructure improvement and other issues.

- **Access to Equity:** offering access to equity is absolutely essential to strengthening Aboriginal participation in the economy. There is a need for more capital overall, and for a broader scope of financing instruments to better respond to the needs of Aboriginal individuals and communities (e.g., assistance in accessing private sources of capital).

- **Focus on Tangible Outcomes:** dedicated resources should be available for initiatives that have the capacity for success to, encourage stable and sustainable economic development.

- **Innovation:** creative approaches "outside the box" should be explored by all parties, including the private sector.

- **Private Sector Involvement:** the knowledge and expertise of the private sector contributes to the success of initiatives undertaken in partnership.

- **Commitment:** the demonstrated commitment by Aboriginal communities, government and the private sector is necessary to support initiatives.

5. STRATEGIC APPROACHES

Governments are increasingly aware of the challenges for Aboriginal participation in the economy and are taking concrete actions. They have an important role to play in fostering a more supportive environment for Aboriginal participation in the economy and helping to ensure that Aboriginal individuals and communities have access to the same economic and financial tools as other Canadians.

The contributions of Aboriginal people and communities themselves, and their leadership, are obviously at the core of efforts to advance Aboriginal participation in the economy and for many, community economic development is a key component.

It is also important to acknowledge the interrelated factors contributing to economic development in Aboriginal communities and Aboriginal participation in the broader economy. There is an interdependence between social, economic and political factors in developing healthy and skilled individuals and communities with the capacity to participate fully in the economy. As well, early childhood development is critical for producing a competent and well-educated population that can participate in and support a strong economy. There is the need for governments to view this issue in a holistic manner that is multilevelled and multisectoral approach.

There is agreement that approaches to Aboriginal participation in the economy should:

- include the promotion of sustainable economic development;
- take into account local and regional needs and be grounded in the priorities and visions of Aboriginal people and communities;
- recognize the diversity and varied needs of Aboriginal people (First Nations, Inuit and Métis), as well as the different locations in which they live (northern and remote, rural, urban, on and off-reserve);
- take into account the many types of economic activities in which Aboriginal people are or could be engaged;
- have a goal, over the long-term, of equitable Aboriginal participation in the Canadian economy; and
- broaden and strengthen the engagement of the private sector.

Although some specific initiatives are recommended for further consideration, they do not necessarily meet all required needs to foster increased participation. Annex 7.5 outlines other initiatives or strategies that could be used given the diverse needs of Aboriginal people.

It is intended that this report be used as a guide by governments, non-governmental organizations, Aboriginal governments and groups, and private sector entities interested in strengthening Aboriginal participation in the economy. While this report is not intended to be

prescriptive or binding on any sectors or organizations, it does have the potential to be more influential than a guide. What elevates it beyond other guides is that it was written using a multi-party approach that respected the regional, political and cultural diversity of the parties, while encouraging equality of opportunity for all Aboriginal people. In addition, sections identifying challenges and barriers, roles and responsibilities, best practices and lessons learned, the approach of collaboration and consensus provide a key lesson for readers of this report.

6. RECOMMENDATIONS

Approaches to Aboriginal participation in the economy should be practical and seek to reflect the policies and priorities of Aboriginal governments, institutions, communities and individuals as well as the federal, provincial, and territorial governments. For example, some governments and other parties might choose to first focus on skills development, training and private sector targeted recruitment programs to meet the needs of Aboriginal youth entering the labour force. Other regional priorities include developing Aboriginal governance arrangements and policies to increase Aboriginal participation in, and/or benefit from, the development of natural resources and public lands; compiling new and better statistical information; and enhancing community and economic infrastructure, such as marine infrastructure in the north.

The following recommendations are put forward for the consideration of Ministers and Leaders:

6.1 Adoption of the Report

The report of the Working Group on Aboriginal Participation in the Economy identifies that taking advantage of opportunities and removing barriers improves the economic situation of Aboriginal communities and individuals. Its findings are intended as a useful guide for the private sector, federal, provincial and territorial governments and institutions, and Aboriginal communities, institutions and governments to continue to achieve success in meeting these objectives.

6.1.1 Ministers and Leaders endorse the report of the Working Group on Aboriginal Participation in the Economy and that the Report including best practices be considered by all governments, Aboriginal governments and organizations in the development of policies and programs for improving the participation of Aboriginal people in the economy.

6.1.2 Ministers and Leaders direct the Steering Committee to follow progress in implementing recommendations and report regularly to Ministers and Leaders on progress made.

6.2 Connectivity

All Aboriginal people, communities, businesses and institutions should work toward building capacity to access new information technology to close the "digital divide", create opportunities and strengthen their participation in the Canadian and global economies.

6.2.1 All appropriate parties be responsible for informing themselves of the benefits and opportunities of accessing and investing in new information technology.

6.2.2 All parties should encourage the development of initiatives to build Aboriginal capacity to access new information technology while respecting the roles and responsibilities of each of the parties.

6.3 Engaging the private sector

Experience has demonstrated that senior executive leadership and advocacy is crucial to success in engaging the private sector. Larger firms could serve as role models for small and medium-sized businesses. To that end, all governments, Aboriginal and economic support organizations have a complementary role to play to further engage the private sector in strengthening Aboriginal participation in the economy.

6.3.1 All parties take appropriate action to facilitate networking with the private sector, facilitate the development of partnerships and Aboriginal recruitment strategies and promote private sector interests in investing in, and working with, Aboriginal businesses and communities.

6.3.2 All parties take appropriate action to continue to seek opportunities to raise awareness and communication efforts at the federal, provincial, territorial, regional and local levels to support Aboriginal participation in the economy.

6.4 Information sharing and best practices

The working group recognizes the critical importance of national, provincial, regional and local approaches that incorporate the sharing of information, including best practices, the promotion of coordination and cooperation between the parties and fostering linkages.

6.4.1 The continued sharing of information between the parties will contribute to strengthened Aboriginal participation in the economy.

6.4.2 Parties need to continue concerted and organized efforts to share information on best practices for strengthening Aboriginal participation in the economy in order to inform policy and program decisions in the future.

6.4.3 More coordinated partnership approaches and on-going discussion between federal, provincial and territorial governments, the private sector, and Aboriginal groups will facilitate increased Aboriginal participation in the economy.

6.4.4 Where not already operational, there is the need to promote more coordinated, multi-sectoral approaches and information sharing among government departments to address gaps and barriers.

6.5 Focus on Youth

Ministers and Leaders note the previous and ongoing work done in this regard in this forum and agree in principle:

6.5.1 That efforts to strengthen Aboriginal participation in the economy should also focus on youth.

6.5.2 To seek and consider the input of Aboriginal youth in these efforts.

6.6 Immediate Initiatives

Ministers and Leaders may wish to consider and advise on the following options for immediate initiatives as part of the work of the FPTA process:

6.6.1 Ministers and Leaders present this report where practical and appropriate, with other multilateral or sectoral fora.

6.6.2 Post an electronic version of this report on appropriate Websites of the parties within each jurisdiction.

6.6.3 Review and report on existing mechanisms of electronic information clearinghouse sites and existing national inventories of Aboriginal economic development programs, financing options and other partnership arrangements that will enable Aboriginal businesses and other businesses to share information.

6.6.4 Further engage the private sector by the convening of, or participating in, provincial, territorial or regional-based conferences with leaders from a range of private sector companies.

6.6.5 Raise awareness of Aboriginal entrepreneurship by examining options for recognizing and celebrating select Aboriginal entrepreneurial accomplishments and review best practices in this area.

Annex 7.1 December 1999 Communiqué

Federal-Provincial / Territorial Meeting of Ministers responsible for Aboriginal Matters and Leaders of National Aboriginal Organizations
Ottawa, Ontario - December 15, 1999

Ottawa, December 15, 1999 -- Today, federal-provincial-territorial Ministers responsible for Aboriginal Affairs met with Leaders of the five national Aboriginal organizations, as a follow-up to the May 19-20, 1998, meeting in Quebec City.

Ministers and Leaders agreed to establish an on-going process that will focus on achieving practical results through cooperative initiatives, providing increased communication and information-sharing, and facilitating Aboriginal interests within governments. As part of this process, Ministers and Leaders agreed to meet on a regular basis, at least once a year, to review the work undertaken by officials. It was also agreed that this process would not replace existing mechanisms for Aboriginal involvement in various initiatives underway, nor preclude direct participation in other national or regional initiatives. Ministers and Leaders approved the public release of a federal-provincial-territorial-Aboriginal working group report on this subject.

At the meeting, Ministers and Leaders endorsed a report on a National Aboriginal Youth Strategy which focuses on addressing the needs and concerns of Aboriginal youth. The steering committee of officials was directed to monitor progress on achieving the objectives of the strategy and to report regularly to Ministers and Leaders on progress being made.*

It was agreed that planning should proceed for a national Aboriginal youth conference as early as possible in 2000 that would allow Aboriginal youth to contribute to the National Aboriginal Youth Strategy and provide a national forum to hear directly from Aboriginal youth on their issues of key concern.

Ministers and Leaders approved the public release of the National Aboriginal Youth Strategy report.

Ministers and Leaders acknowledged the importance of issues identified in the Ongoing Process Report. In particular, they directed their officials to work together through the Ongoing Process to recommend strategies and approaches to strengthen Aboriginal participation in the economy. They noted the need to address barriers to Aboriginal involvement in the economy, the importance of engaging the private sector and sharing of best practices. This work is to be undertaken in accordance with principles of diversity, equality of opportunity for all Aboriginal people, collaboration and new approaches.

Participants agreed that working together in the spirit of cooperation to address the social and economic challenges facing Aboriginal people is an important step in the formation of a positive environment to address issues of mutual concern.

* Quebec concurs in the analysis and concerns expressed in the report of the working group on

Aboriginal youth and subscribes, on the whole, to the suggested goals. Nevertheless, Quebec intends to find solutions to the problems faced by young Aboriginals within the context of its own policy directions and mechanisms, specifically on the occasion of the Quebec Summit on youth.

Annex 7.2: Best Practices Summary Chart

PAGE	CATEGORY	TITLE	DESCRIPTION
Submitted by: Province of Alberta			
39	Maximizing Economic Potential	Aboriginal Mall Inc.	E-commerce solutions for Aboriginal people, communities, businesses and organizations.
42	Human Resources and Support	Alberta Wildland Firefighter Units, Type II	Partnership initiative between Alberta Environmental and Aboriginal communities to provide firefighter units that will compete for forest-protection contracts and any other contracts suitable to their training.
44	Physical Infrastructure	Blood Tribe Irrigation Project Agreement	Tripartite agreement for infrastructure and business development.
46	Building Understanding	Kikino Métis Settlement Greenhouse Gas Reduction and Sustainable Development Project	Community consultants and partnership building with private sector and provincial and federal governments.
Submitted by: Province of British Columbia			
48	Human Resources and Support	Aboriginal Forest Technicians Training Program (FTTP)	The FTTP is a partnership that contributes to capacity development, education and economic development for Aboriginal people in the natural-resource sector.
50	Financing	First Citizens Fund Business Loan Program	Provides support for creation or expansion of Aboriginal-owned businesses in British Columbia.
Submitted by: Human Resources Development Canada			
53	Human Resources and Support	Aboriginal Human Resources Development Strategy	The Strategy is designed to expand the employment opportunities of Aboriginal people across Canada. Under this Strategy, Aboriginal organizations design and deliver employment programs and services best suited to meet the unique needs of their communities.

PAGE	CATEGORY	TITLE	DESCRIPTION
Submitted by: Indian and Northern Affairs Canada			
56	Financing	Aboriginal Contract Guarantee Instrument	Initiated by INAC to provide Aboriginal entrepreneurs with an equivalent to surety bonding required to compete in the mainstream marketplace.
58	Maximizing Economic Potential	Alliance Pipeline-Saskatchewan Indian Institute of Technologies	Increasing the benefits associated with the carriage of natural gas across the province through traditional Treaty #4 territory.
60	Human Resources and Support	The Athabasca Tribal Council (ATC) Capacity Building Agreement	The ATC's Capacity Building Agreement is a component of the Resource Development Strategy which ensures that ATC member First Nations participate in the current and future expansion of the Fort McMurray oil sands projects.
62	Building Understanding	Business at the Summit	A multi-stakeholder event that facilitates business connections between Aboriginal people, governments and private sector participants.
64	Maximizing Economic Potential	Federal Procurement Strategy for the Aboriginal Business	Launched to help Aboriginal firms do more contracting with all federal departments and agencies.
Submitted by: Industry Canada			
66	Financing	Aboriginal Business Canada	Provides business services and financial support to prospective and current Aboriginal entrepreneurs.
68	Financing	The Aboriginal Business Development Initiative (ABDI)	The ABDI is a business enhancement initiative that deals with improving access to capital, creating an Aboriginal Business Services Network, and enhancing the delivery of existing business support programs for Aboriginal entrepreneurs and organizations.
70	Maximizing Economic Potential	External Delivery Organization	Alternate forms of program delivery through private sector partnerships.

PAGE	CATEGORY	TITLE	DESCRIPTION
72	Maximizing Economic Potential	The National Aboriginal Economic Development Board	Private sector involvement in policy decision-making from Aboriginal and non-Aboriginal business leaders that contributes to strengthening Aboriginal economic development.
Submitted by: Province of Manitoba			
74	Maximizing Economic Potential	Aboriginal Welding Training Program	Employment partnership initiative with industry, government, Aboriginal community and training partners to address skill shortages in the aerospace industry.
77	Human Resources and Support	Employment and Training Services - Contract with the Keewatin Tribal Council for Health Care Aide Training (Diabetes Component)	Joint ventures, partnerships, sharing of resources and training strategies.
79	Human Resources and Support	The Manitoba Access Programs	The Access Programs are an example of an educational model developed to enable Aboriginal people to access and be successful within post-secondary education in Manitoba.
81	Human Resources and Support	Partners for Careers	An Aboriginal employment/job placement service run by and for Aboriginal professionals in Manitoba.
84	Maximizing Economic Potential	Partnership Strategy protocol	Joint ventures, partnerships, sharing of resources, economic development strategies and training strategies.
Submitted by: Métis National Council			
86	Maximizing Economic Potential	Alberta/Métis Nation of Alberta Framework Agreement	The Framework Agreement provides for the meaningful participation of the Métis Nation of Alberta Association in the design and development of provincial policy and legislation on matters concerned with the social, cultural and economic realities of the Métis in Alberta.
88	Human Resources and Support	Métis Human Resources Development Society (MHRDS)	The MHRDS provides labour market training and is a service institution of the Métis Nation of Alberta, supported under the Aboriginal Human Resources Development Strategy of Human Resources Development Canada

PAGE	CATEGORY	TITLE	DESCRIPTION
91	Maximizing Economic Potential	Saskatchewan Native Economic Development Corporation (SNEDCO)	SNEDCO is an economic institution of the Métis Nation of Saskatchewan which provides services province-wide.
Submitted by: Native Women's Association of Canada			
93	Human Resources and Support	CareerPLACE	Investing in Aboriginal people through career opportunities.
Submitted by: Province of New Brunswick			
95	Human Resources and Support	Computer Operating Systems Engineering Certification Program	Federal-provincial-Aboriginal partnership for training in the high-technology sector.
97	Building Understanding	Joint Economic Development Initiative	Federal-provincial-Aboriginal partnership for Aboriginal economic development.
Submitted by: Newfoundland and Labrador			
99	Maximizing Economic Potential	Labrador Inuit Development Corporation (LIDC)	The LIDC mandate is to create sustainable jobs and enhance income prospects through the orderly development of renewable and nonrenewable resources available on the North Coast of Labrador.
Submitted by: Province of Nova Scotia			
102	Maximizing Economic Potential	Aboriginal Alliance of Companies	A business network comprised of Aboriginal businesses in the province.
104	Human Resources and Support	Economic Development Officers Network	A grassroots voluntary network of community economic/employment development officers.
106	Building Understanding	Maritimes and Northeast Pipeline: Westcoast Energy Company	Maritimes and Northeast Pipeline and it's parent company, Westcoast Energy Company, have policies designed to support Aboriginal participation in the economy.

PAGE	CATEGORY	TITLE	DESCRIPTION
Submitted by: Northwest Territories			
109	Financing	Deton'cho Diamonds Inc. (DDI)	DDI is an example of an Aboriginal group teaming up with a group of investors to manufacture diamonds in the Northwest Territories. Each group has expertise in a specific area that is integral to the success of DDI.
111	Building Understanding	Intergovernmental Forum Process and Economic Development	The Intergovernmental Forum provides a means for Aboriginal, federal and territorial governments to cooperate on economic development at the leadership level.
112	Maximizing Economic Potential	Sustainable Aboriginal Tourism-Rabesca's Resources Ltd. (1988)	This business venture is an example of incorporating modern tourism practices with local Aboriginal culture and well-being initiatives.
Submitted by: Nunavut Territory			
113	Maximizing Economic Potential	The Pangnirtung and Cumberland Sound Fisheries	Community and government cooperation in developing the renewable resource sector, or the "traditional Inuit economy."
Submitted by: Province of Ontario			
116	Human Resources and Support	Ontario Aboriginal Economic Development Program (OAEDP)	Alternative service delivery of an Aboriginal-specific economic development program.
118	Building Understanding	Ontario Aboriginal Partnerships recognition Award	As an initiative of Ontario's Building Aboriginal Economies strategy, the annual award acknowledges a successful Ontario-based Aboriginal business partnership.
120	Maximizing Economic Potential	Ontario Working Partnerships Program	Building Aboriginal capacity to create business partnerships.

PAGE	CATEGORY	TITLE	DESCRIPTION
Submitted by: Quebec			
122	Financing	Aboriginal Development Fund	Facilitates access to investment capital, venture capital and technical expertise for economic development projects. It also has a community infrastructure component.
124	Building Understanding	First People's Business Association	The promotion, development, networking and emergence of strategic alliances and partnerships between Native enterprises and the national and international business community.
127	Financing	Partnership Initiatives Between Native People and the Private Sector	Partnerships between non-Native enterprises and Native enterprises with community, individual or mixed ownership.
Submitted by: Province of Saskatchewan			
129	Maximizing Economic Potential	Aboriginal Involvement in Provincial Forest Sector Development	In 1999, Saskatchewan redirected a significant portion of former Weyerhaeser timber volumes and previously unallocated timber, to new joint ventures.
132	Financing	Clarence Campeau Development Fund	Partnerships and access to capital for Métis economic development.
134	Maximizing Economic Potential	Community-based Regional Economic Development Organizations	A cooperative and collaborative partnerships, joint planning, sharing of resources and information, setting of short-, medium- and long-term goals between communities and regions to foster, encourage and support economic development at the community level.
136	Maximizing Economic Potential	Northern Saskatchewan Strategic Opportunities Assessment	Identification of northern economic development and diversification potential that could create business and employment opportunities for northern Saskatchewan residents.
138	Building Understanding	Saskatchewan Aboriginal Employment Development Program	The partnership works to achieve a workforce representative of Aboriginal people, to prepare the workplace for the integration of Aboriginal employees and identify economic opportunities that will include Aboriginal businesses providing goods and services to the general economy.

PAGE	CATEGORY	TITLE	DESCRIPTION
140	Maximizing Economic Potential	Saskatchewan Aboriginal Employment/Forestry Business Development	The Saskatchewan government is restructuring available wood supply allocations to assist potential Aboriginal business developments, both First Nations and Métis. First opportunity is being offered to northern Saskatchewan Aboriginal interests who can develop effective joint business ventures with industrial partners in the forestry sector.
Submitted by: Yukon Territory			
142	Financing	Dāna Nāye Ventures (DNV)	DNV assists Yukon people and communities to become more self-reliant by providing developmental lending, commercial business loans, complete business services and training for both Aboriginal and non-Aboriginal entrepreneurs and businesses.
145	Human Resources and Support	Representative Public Service Plans	Each plan's mission is to establish strategies to ensure the development of the Yukon First Nations' component of a representative public service, Yukon-wide and within individual First Nations' traditional territories.
147	Maximizing Economic Potential	Yukon College First Nations Education Programs	Delivers education and training in the location closest to its end use or of most convenience to students.
149	Building Understanding	Yukon Government and First Nations Governments	Intergovernmental Accords between the Yukon and First Nations Governments which provide a practical, easy-to-understand mechanism for working together on matters of joint and mutual interest.

Annex 7.3 Best Practices

Aboriginal Mall Inc.

Subject Matter/Category

- $ E-commerce solutions (including programs, services, sales and marketing options) for Aboriginal people, communities, businesses and organizations. Also includes direct linkages to additional Aboriginal Information Communication Technology (AICT) training, services, education and commerce ventures.

Description

- $ Aboriginal Mall Inc. is poised to assist Aboriginal people to capture a significant niche in the rapidly expanding e-business industry. Through two online sites aboriginalmall.com and aboriginalmarket.com, Aboriginal Mall Inc. is focused on two of the leading growth areas in the new economy: the business-to-consumer (B2C) and the business-to-business (B2B) markets.

- $ Aboriginalmall.com is focused on the B2C marketplace. We believe the Internet is an attractive vehicle for marketing and promoting Aboriginal products as well as news, events, programs and services and business. By being first-to-market and providing a single location for consumers to shop for Aboriginal products and access an array of information, aboriginalmall.com strives to be Canada's leading online source of Aboriginal content, says the Company's founder, Dan Martel.

- $ Aboriginalmarket.com is the Company's soon to be launched B2B web site, which will enable buyers and sellers to conduct e-business at one location. Dan Martel adds, "We predict strong growth in the B2B market based on a number of factors. Foremost among them is the fact that B2B marketplace introduces new efficiencies to existing requisition and purchasing systems. Our technology provides turnkey solutions to the marketplace environment. This includes providing essential user-friendly tools for buyers and sellers to conduct commerce through a central location."

- $ Relationships forged over the past several years include several key players in the high-tech industry, governmental departments and educational institutions at global, national and provincial levels. These include:

    - $ Nortel Networks (global telecommunications supplier in wireline and wireless voice and data);

- $ TELUS (national service provider wireline and wireless voice and data, including provincial presence in Alberta, British Columbia, Quebec and Ontario);
- $ Government of Alberta, including Human Resources and Employment; International and Intergovernmental Affairs; and Innovation and Science (which is now spearheading the SuperNet initiative into remote Alberta communities)
- $ Northern Alberta Institute of Technology (NAIT); and
- $ Norquest (Educational/Training Centre, Edmonton)

Outcomes

- $ Aboriginalmall.com strives to be Canada's leading online source of Aboriginal content. Internet users have the opportunity to purchase Aboriginal-made products online, securely, 24 hours a day, 7 days a week from the *Shopping* section of the site. Others may find the site useful as their one-stop online source of *Canadian Aboriginal News, Events, Cultural Destinations, Community Contacts, Programs & Services, Business listings* and *International links.*

- $ Opportunities available to organizations and individuals wanting to establish or enhance their online presence with aboriginalmall.com include: *Selling your Products to local, national and international consumers; Listing your Programs & Services or Business;* and *Advertising Upcoming Events, Programs & Services, Products or Business.*

- $ Aboriginalmarket.com is a B2B solution focused on improving the method in which Aboriginal communities currently obtain products and services. The site features a robust Request for Quote (RFQ) system that simplifies the requisitioning process, as well as providing a B2B marketplace for Aboriginal companies to buy and sell products or services.

- $ Aboriginalmarket.com also provides Aboriginal offices and communities with the ability to purchase products on-line at a more competitive price and with greater selection than through conventional purchasing. The site will also allow Aboriginal companies to access new markets by using the RFQ system to bid on previously unavailable tenders.

- $ The key objective behind aboriginalmarket.com is to create a B2B solution that captures existing trade between and beyond the Aboriginal communities. This ability increases cost control and improves monitoring on an ongoing basis.

Lesson Learned/Application

- $ In setting up Aboriginal Mall Inc., Mr. Martel, who is an Aboriginal entrepreneur himself, recognized the need to provide information communications technology

(ICT) services directed to and for Aboriginal people, on several levels, such as product sales, programs, services, educational opportunities, training, media relations, etc. Aboriginal Mall Inc. was established to address the e-commerce and ICT issues affecting Aboriginal communities, businesses and individuals. It is a comprehensive site, designed to be a holistic e-commerce/marketing/training interface for B2C and B2B endeavours.

Contact/Resource Person

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Submitted by: Province of Alberta

Alberta Wildland Firefighter Units, Type II

Subject Matter/Category

- $ A partnership initiative between Alberta Environment and Aboriginal communities to provide firefighter and general management training to eight-person firefighter units that will compete for forest protection contracts and any other contracts suitable to their training.

Description

- $ In 1996, Alberta Land and Forest Services engaged in a series of low-level talks with Aboriginal leaders from a number of northern Aboriginal communities about setting up a program to provide firefighting, administration and business training to Aboriginal people interested in forest protection. The response from Aboriginal leaders was positive and training commenced in 1997.

- $ The training included courses on basic firefighter applications, including first aid, bear awareness and H2S training, with the option of adding specialized courses (such as brush-saw and tree thinning courses) that would potentially allow participants to compete for winter projects.

- $ A key feature of the program was the inclusion of basic management courses, such as bookkeeping, invoicing and basic approaches to drafting tenders for firefighting contracts.

- $ Total program costs, including time and administration, has been roughly $4 million since its inception.

Outcomes

- Improved capacities in northern Aboriginal communities to engage in forest protection and to compete for, and manage, firefighting contracts.

- Enhanced relations between northern Aboriginal communities and Alberta Environment. It is anticipated that competitive bids will be received from Aboriginal type II firefighter units when six of eight contracts are put out for tender in the spring of 2002. In addition, Alberta is expecting to sign 38 (x 8 persons) Aboriginal sole source contracts in the spring, 2001.

Lesson Learned/Application

- Early consultations and identification of key needs of Alberta Environment (need for local forest fighter units) and northern Aboriginal communities (need for bookkeeping and general management training) contributed to the success of this program.

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Submitted by: Province of Alberta

Blood Tribe Irrigation Project Agreement

Subject Matter/Category

- A tripartite agreement for infrastructure and business development.

Description

$ In return for providing the land to allow for the construction of the St. Mary Reservoir and the Belly-St. Mary Diversion Canal in the southern portion of the Blood Indian Reserve in the early 1950s, the Blood Tribe was allocated sufficient water to irrigate 10,117 hectares (25,000 acres) of land on the Blood Reserve. In 1983, the Blood Tribe and the federal and provincial governments completed a study, which confirmed the technical and economic feasibility of irrigating 10,117 hectares within the Big Lease areas of the Blood Reserve.

$ In 1989, the federal government, Alberta, and the Band Council of the Blood Tribe entered into a tripartite agreement to provide for the design, financing, construction, operation and maintenance of the Blood Indian Irrigation project, and to transfer lands and access rights for the Waterton-St. Mary Headworks system from the Blood Tribe.

$ Alberta's commitments include the issuance of water rights sufficient to irrigate 10,117 hectares on the Blood Reserve, a financial contribution of $15.5 million (1988 dollars), annual construction cost adjustments up to a maximum of $18.4 million and the provision of significant managerial and professional expertise, including field surveys, geological and geotechnical investigations, design and preparation of contract plans and specifications and inspection services during construction.

$ The federal government made the same financial commitment, while the Blood Tribe agreed to contribute $10.2 million to the project.

$ The major components of the distribution system are in place. It is expected that all remaining items will be completed prior to April 2001.

Outcomes

- An Implementation Advisory Committee (IAC) comprised of senior Blood Tribe, federal and provincial officials, was established to facilitate the implementation of the project. The IAC is involved in project construction and financial management and has several ad-hoc committees that it uses to work on the details of the project.

$ The Blood Tribe has incorporated a company, Blood Tribe Agriculture Project, to

oversee construction and operate the project once construction is complete. The Blood Tribe Agriculture Project company provides a vehicle to continue building professional and managerial capacities and will ensure that significant benefits accrue to Blood Tribe members.

- The irrigated lands provide a base for farming, some of which is leased to non-Blood Tribe farmers and some of which is farmed by Blood Tribe members.

Lesson Learned/Application

$ As is often the case when dealing with the development of First Nations lands, questions of technical and economic feasibility are intertwined with questions of jurisdiction and title. This project moved ahead because the parties focused on their respective areas of expertise and the benefits of collaboration.

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Submitted by: Province of Alberta

Kikino Métis Settlement Greenhouse Gas Reduction and Sustainable Development Project

Subject Matter/Category

- $ Community consultations and partnership building with private-sector and provincial and federal governments.

Description

- $ In 1998, the Kikino Métis Settlement, Alberta-Pacific Forest Industry Inc., TransCanada Pipelines (then NOVA), Alberta Environment and the Canadian Climate Change Secretariat commenced a research project to see whether horse-logging and tree-farming operations in the Kikino Métis Settlement area could yield sustainable pulp production, enhance local employment and be recognized as a potential credit for offsetting carbon emissions by avoiding machine-based harvesting techniques.

- $ The scope of the project was expanded in 1999 to include other forms of greenhouse-gas reduction and sustainable development. Extensive community consultations evidenced support for the development of a small (2 to 5 kW) natural-gas cogeneration unit and complementary heat-sink facilities, such as a tree-seedling greenhouse, fish farm, peat moss-drying plant, meat-drying plant and other facilities/businesses that rely on heat as a central function of their operations.

- $ The study is still in progress, with a contractor hired in November 2000 to conduct a feasibility study of which heat-sink facility, or combination of facilities, is the most economically viable.

Outcomes

- $ Strengthened linkages between Kikino Métis Settlement, industry, and federal and provincial environment and resource development agencies/departments.

- Increased support for horse-logging operations and tree-farming.

- Potential development of cogeneration unit and complementary heat-sink facilities.

- Potential testing-ground for government policy on credit for early action.

Lessons Learned/Applications

- Kikino Métis Settlement made a concerted effort to include potential private sector and government stakeholders throughout all stages of this project's development. This approach has made it possible to draw in a myriad of resources to meet evolving needs and challenges.

- If Kikino Métis Settlement is successful in putting a gas-fired cogeneration unit and complementary heat-sink facilities in place, it will provide significant local employment and enhance existing linkages and partnerships with private sector stakeholders and key government agencies.

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Submitted by: Province of Alberta

Aboriginal Forest Technician Training Program

Subject Matter/Category

$ The Aboriginal Forest Technician Training Program (FTTP) is a partnership that contributes to capacity development, education, and economic development for Aboriginal people in the natural resource sector.

Description

$ The FTTP is a collaboration among the Ministry of Forests (MoF), Forest Renewal BC, First Nations, forestry sector, and the Council of Forest Industries , providing both technical and hands-on forestry training to Aboriginal people.

$ The year-long program is structured with classroom time at the Nicola Valley Institute of Technology, a fully accredited community college catering to Aboriginal students and offering practical work experience with a forest company or MoF district office. The forestry company or forest district acts as student sponsor and also provides each student with a mentor. The program is accredited and successful completion provides students with a Forest Technician Certificate and half the credits necessary for a diploma.

Outcomes

$ A pilot program was conducted during 1997/98 and involved 20 students and 16 sponsoring forest companies. The pilot maintained a retention rate of 80% and received a very favourable evaluation. Following completion of the program, students were employed by their sponsoring companies or went on to further related training. Some of them intend to fulfill the requirements for Registered Professional Forester status.

$ Based on the results of the pilot, funding was obtained to run the program again in 1999/2000 and 2000/2001. Successful outcomes have continued, and it now appears that the program will be extended for several more years.

$ Each year of training provides a class of 20 students with 8 months of classroom training at Nicola Valley Institute of Technology in Merritt and 6 months of applied work at a sponsoring forest company or district office. Academic credit is provided for both classroom-based learning and applied knowledge from the on-the-job portion of the program.

$ Aboriginal organizations, usually Bands, along with forest companies jointly recruit, interview and accept students into the project during a specified opening. Students

entering into the FTTP must meet a minimum age requirement, have a strong interest in forestry, and have at least a grade 12 equivalency.

Lessons Learned/Applications

- One of the strengths of the FTTP is its use of industry or Ministry of Forests' mentors. Program mentors provide individually structured training that matches the operations of their company with the strengths, weakness and personal interests of their trainee. Relationships between students and mentors last beyond the actual period of training. These contacts improve relations between companies, Aboriginal groups and local communities now and into the future.

- The FTTP provides a significant opportunity to further the Ministry's objective of increasing First Nation involvement in the forest sector, establishing partnerships between First Nations and licensees and enhancing Aboriginal people's ability to manage natural resources.

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Submitted by: Province of British Columbia

First Citizens Fund Business Loan Program

Subject Matter/Category

- $ Access to capital.

Description

- $ Participants are Aboriginal entrepreneurs.
- $ The purpose and objective is to provide support for creation or expansion of Aboriginal-owned businesses in British Columbia.
- $ The First Citizens Fund (FCF) is a perpetual fund established in 1969. The interest generated by the fund is used to support a number of programs for Aboriginal people in British Columbia. The Business Loan Program is one of these programs.
- $ The FCF Advisory Committee was appointed to advise the Minister responsible for the Fund regarding disbursement of interest from its $25 million Fund. Specifically, the committee reviewed grant applications and made funding recommendations.
- $ In early 1987, legislation governing the FCF was amended to allow for loans, in addition to grants, to be made from interest earned on the Fund. Loans would be directed to economic development initiatives and grants would continue only for student bursaries and Friendship Centre operations.
- $ As a result of the Fund's primary emphasis on economic development, a new Native Economic Development Advisory Board (NEDAB), comprising of Aboriginal business persons was appointed. NEDAB replaced the former FCF Advisory Committee. The eight NEDAB members are appointed on a regional basis by the Minister of Aboriginal Affairs for a maximum of three two-year terms. NEDAB provides advice to the Minister of Aboriginal Affairs and other provincial ministers and agencies through the Ministry of Aboriginal Affairs.
- $ The FCF through the BC Ministry of Aboriginal Affairs, provides an annual allocation of approximately $1.6 million to the Business Loan Program to subsidize business loans. This contribution creates a 40% forgivable component for loans provided to Aboriginal borrowers by participating Aboriginal Financial Institutions (the lenders). The total annual value of loans funded under the program is approximately $4 million.
- $ The lenders receive and process the loan applications and determine suitability based on the borrower meeting program criteria, having a sound business plan, and satisfying

necessary security and equity considerations. Decisions are made solely by the lending institutions. Business must be 51% Aboriginal owned but can be from any sector of the economy.

- $ The provincial contribution is paid in four instalments over the course of the repayment schedule. Roughly, once the borrower has successfully completed the first 15% of their payments on the principal and interest of the loan, the FCF pays down a further 10% of the principal. This process continues for four instalments, with the final FCF payment closing the loan.

- $ The Ministry of Aboriginal Affairs has contracted the All Nations Trust Company (ANTCO) to manage the program. ANTCO is also one of the program's lending institutions and has subcontracted four other regional lenders to support the lending program. Administrative costs for ANTCO and the other lenders are paid for by the FCF in addition to the contribution to the loan program.

- $ Borrowers pay an additional 2% on every loan to support an aftercare program that provides business advisory and support services to borrowers. If borrowers find they need assistance with their business at some point during the loan repayment process, they can receive that support at no charge from identified professional business advisors.

- $ Borrowers have a lifetime limit of $75,000 in loans supported by the program.

Outcomes

- $ The Business Loan Program provides, on average, 125 loans per year for the creation or expansion of Aboriginal-owned businesses in British Columbia. Most of these loans are for small businesses.

- $ Job creation, as a result of the loans, each year is in the range of 200 jobs.

Lessons Learned/Applications

- $ The 40% guarantee allows lenders more security in funding developmental loans for Aboriginal entrepreneurs. Though not a lender of last resort, the program has provided capital that may otherwise be difficult for Aboriginal borrowers to obtain.

- $ By devolving administration of the program to Aboriginal Financial Institutions, the province has streamlined program delivery. By placing the decision-making authority with the lenders, those making the determinations are best able to assess the suitability of the business loan because of their expertise as lenders and their knowledge of the regional business climate.

- $ Many borrowers resent the additional charge for aftercare services feeling, that they will not need assistance and shouldn't have to subsidize a program for other businesses. The aftercare program is currently under review to determine whether a different model would be more effective at providing the same kind of support. Some participants in the program have suggested that business advisory services prior to the loan request would be more helpful, such as professional guidance in developing a business plan.

- $ This program could be applied anywhere and is strictly dependent on funding.

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Submitted by: Province of British Columbia

Aboriginal Human Resources Development Strategy

Subject Matter/Category

- The Aboriginal Human Resources Development Strategy (AHRDS) is expanding the employment opportunities of Aboriginal people across Canada.

Description

- When *Gathering Strength - Canada's Aboriginal Action Plan* was announced in January 1998, the Government of Canada made a solid commitment to improve Aboriginal peoples' access to jobs. In April 1999, the government unveiled a five-year, $1.6 billion Aboriginal Human Resources Development Strategy.

- The Strategy was developed in partnership with Aboriginal Leaders and community groups. Five national Aboriginal organizations signed accords with the Government of Canada: the Assembly of First Nations, the Inuit Tapirisat of Canada, the Métis National Council, the Congress of Aboriginal Peoples and the Native Women's Association of Canada. The Accords reflect the government's commitment to work with these organizations to improve the employment skills and prospects of Aboriginal people.

- These five accords set out the terms for community level agreements with Aboriginal organizations throughout Canada. These agreements, called Aboriginal Human Resources Development Agreements, are flexible to ensure that Aboriginal organizations have the authority to make decisions that will meet the needs of their communities. Each organization is held accountable for clear performance results.

- The Aboriginal Human Resources Development Strategy is designed to expand the employment opportunities of Aboriginal people across Canada. Under this Strategy, Aboriginal organizations design and deliver employment programs and services best suited to meet the unique needs of their communities. All Aboriginal people can have access to a broad range of employment programs and services.

- The features of the Strategy are far ranging. They include enhanced child care for First Nations and Inuit communities and address the special needs of Aboriginal people living in urban areas, youth and persons with disabilities.

- Another unique feature under the Strategy has been the creation of the Aboriginal Human Resources Development Council. The Council builds a broad network with the private sector, Aboriginal organizations and other levels of government to help Aboriginal people gain greater access to jobs in the mainstream economy.

- With this Strategy, the Government of Canada is working in partnership with Aboriginal people to help increase their self-sufficiency, find long-term employment and build stronger communities.

Outcomes

- Aboriginal Human Resources Development Agreement holders report on success of their programs and services by providing results on the:
  - number of jobs their clients obtained (in the case of youth this also includes the number returning to school),
  - savings to Employment Insurance (EI),
  - intervention completion rates, and
  - number of child-care spaces (for First Nations and Inuit agreement holders).

- The results show that:
  - The number of jobs obtained by Aboriginal people as a result of an intervention continues to increase every year;
  - 6,695 (89-90) > 9,752 (99-00) > 6,234 (p9 00-01)
  - The EI unpaid benefits also continue to increase;
  - $5.4M (89-90) >7.8M (99-00) > $5.2M (p9 00-01)
  - Generally there is more than a 90% intervention completion rate; and
  - There are 7,000 direct childcare spaces supported and occupied.
  - And with leveraging, up to approximately 14,000 spaces.

Lessons Learned/Applications

- Many lessons on improving Aboriginal peoples' access to employment were learned from evaluations of the predecessor programs to the AHRDS (Pathways and the Regional Bilateral Agreements) and academic research. These studies and evaluations found that:
  - Governance is key to community economic development;
  - Policy design needs to be coordinated;
  - Program delivery is dependant on capacity and skills;
  - Capacity-building is important for success;
  - Funding arrangements should be flexible;
  - Accountability is enhanced through results reporting; and
  - More generally, the success of employment programs and services largely depends on the ability of program designers to determine what is appropriate for those involved and on the ability of program staff to deliver results.

- These lessons learned contributed to the design and development the AHRDS. As agreement holders implement the AHRDS and new lessons continue to be learned and utilized to improve the delivery of programs and services in Aboriginal communities.

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Submitted by: Human Resources Development Canada

Aboriginal Contract Guarantee Instrument

Subject Matter/Category

- The Aboriginal Contract Guarantee Instrument (ACGI) was initiated to provide Aboriginal entrepreneurs with an equivalent to surety bonding required to effectively participate and compete in the mainstream marketplace.

Description

- As a result of a two-year collaboration between Indian and Northern Affairs Canada (INAC), the National Aboriginal Capital Corporation Association (NACCA) and Canadian surety industry partners, the ACGI was launched in March 2001.

- With INAC's one-time grant of $5 million, the NACCA established a Guarantee Fund to be used by Silu Corporation, a subsidiary of the NACCA, created solely for the delivery of contract-guarantee programming to Aboriginal businesses.

- The primary objective of the ACGI is to build Aboriginal business capacity and to increase competitiveness by providing the Aboriginal supplier access to an equivalent contract-guarantee instrument, under comparable conditions and terms, at a reasonable cost. In addition, this is also intended to increase Aboriginal business capacity to take advantage of procurement opportunities available through the Federal government's Procurement Strategy.

- ACGI provides project owners with the same degree of comfort with respect to contractor capacity and reliability as conventional bonding.

- It provides for prequalification of contractors, draws on the expertise of Aboriginal Financial Institutions that know and understand the Aboriginal business environment, and provides for the participation of the surety industry.

Outcomes

- Through the creation of an ACGI, an impediment for Aboriginal businesses to access a vital financing instrument necessary to expand and compete fairly in the marketplace has been eliminated.

- The collaborative undertaking of INAC, NACCA and the Canadian surety industry has and will continue to expand business opportunities as well as contribute to the overall economic growth and stability for Aboriginal businesses and communities.

Lessons Learned/Applications

- $ The success of this joint initiative demonstrates how public and private sector co-operation, investment in Aboriginal economic development and in capacity building are key to achieving Aboriginal self-reliance.

- $ As the first of its kind, the development of the ACGI, along with Silu Corporation's particular Aboriginal institutional structure and its specialized management capacity, will serve as models for resolving ongoing challenges and in building cross-sectoral capacity throughout the Aboriginal economy.

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Submitted by: Indian and Northern Affairs Canada

Alliance Pipeline - Saskatchewan Indian Institute of Technologies

Subject Matter/Category

Resource benefit sharing.

Description

- $ Parties involved were: the Federation of Saskatchewan Indian Nations (FSIN), the Saskatchewan Environment and Resource Management and Indian and Northern Affairs Canada (INAC).

- $ Treaty #4 First Nations sought to increase First Nation's access to the benefits associated with resource development through INAC's Saskatchewan Resource Management Innovation Initiative. In particular, the benefits created by the carriage of natural gas across the province through traditional Treaty #4 territory.

- $ To achieve this objective, Treaty #4 negotiated business agreements with Alliance Pipelines and an employment agreement with the Pipeline Contractors Association and the four pipeline craft unions to provide jobs on the Alliance Pipeline. An employment agreement was also established for the Trans-Canada project when the unions and Trans-Canada offered to enter into a similar arrangement.

- $ Prior to the approval of the Alliance Pipeline, Treaty #4 First Nations negotiated several agreements securing economic and employment benefits associated with the construction of the pipeline. One of these was for the hiring of 150 people.

- $ Before construction, the Saskatchewan Indian Institute of Technologies (SIIT) provided first and second year trades training programs in five on-reserve and four urban communities for First Nations people seeking these employment opportunities.

- $ SIIT assisted in making placements, and an experienced First Nations pipeline construction worker was hired to provide support.

Outcomes

- $ Successful negotiations of Treaty #4 First Nations in obtaining business agreements with Alliance Pipelines worth several million dollars and employment agreements that created 200 jobs.

- $ The Trans-Canada Pipeline was sufficiently impressed and signed a similar agreement for hiring 50 First Nations construction workers on their project. Alliance and Trans-

Canada both hired some of these workers for jobs in on-going operation of their pipelines.

Lessons Learned/Applications

- $ This is an ideal example of resource and revenue sharing where the commitment of the parties involved has led to its success.

- $ A Treaty #4 Task Force focused its efforts on addressing the matter of resource and benefit sharing, enlisting the support of the FSIN and promoting Alliance Pipeline to encourage the province to take a more dedicated approach to negotiations with the task force on this matter.

- $ Similar arrangements in other provinces with industry and educational institutes can also result in increased First Nations employment.

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The Athabasca Tribal Council's Capacity Building Agreement

Subject Matter/Category

- The Athabasca Tribal Council's (ATC's) Capacity Building Agreement is a three-year initiative that was signed January 24, 2000. It is a component of their Resource Development Strategy (RDS) which involves the participation of 14 resource companies, Department of Indian Affairs and Northern Development (DIAND) and the Alberta government. The RDS ensures that ATC-member First Nations participate in the current and future expansion of the Fort McMurray oil sands projects.

Description

- The ATC developed the RDS and its component Capacity Building Agreement to ensure that its member First Nations participate in the expansion and benefit from the activities being undertaken in the current expansion of the oil sands around Fort McMurray. The RDS's objectives are:

  - $ Human Resource Development: to identify and quantify human infrastructure issues that impact the members and communities of the five First Nations and their efforts to improve the quality of life, build capacity and communities in a holistic cultural manner;

  - $ Education and Jobs: to identify requirements in education and training for all age groups. This includes specialized training programs related to oil sands activities and coordinated career planning, training and an employment counselling system;

  - $ Environmental: to develop strategies to ensure the five First Nations and ATC have capacity and capability for environmental consultation;

  - $ Physical Infrastructure: to work on the long- and short-term infrastructure needs of the five communities to improve their quality of life. This is seen as a fundamental building block to ensuring sound individuals and healthy communities;

  - $ Long-term Benefits: the establishment of a strategy that allows First Nations to sustain economic prosperity through the next petroleum industry boom and into the future.

  - $ To sustain the RDS, the ATC, through the auspices of a Capacity Building Agreement, negotiated a $2.55million allocation from 14 petroleum and forestry

companies over the three years of the RDS.

Outcomes

- This initiative has the ability to affect all of the partners, in particular the Aboriginal community, in a significantly positive manner by:

  - $ assisting the five First Nation's to participate in and substantially benefit from a $25 billion industry expansion and the resulting increased operations, on terms and conditions established by their own communities;

  - $ forming a large partnership between 14 natural resource development companies, three levels of government, five First Nations and a Tribal Council; and

  - $ generating an unprecedented resource base to undertake initiatives of the RDS. Total commitments of $4.0 million over three years include $850,000/year for three years from industry, $250,000/year from DIAND for 3 years and $250,000/year for three years from the Province of Alberta.

Lesson Learned/Application

$ The ATC Capacity Building Agreement is a model for negotiations and partnerships that could be used by other First Nations with petroleum development possibilities in their traditional lands. Recognizing regional differences and requirements is important, and the ATC/industry/government model developed for the Fort McMurray area is reflective of the specific environment that exists (massive industrial development), with its own unique opportunities and challenges.

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Submitted By: Indian and Northern Affairs Canada

Business at the Summit

Subject Matter/Category

- $ Business at the Summit is a multistakeholder event that facilitates business connections between Aboriginal people and governments and private sector participants.

Description

- $ Business at the Summit, a clearing house for business ventures, has spawned discussions on a host of new business partnerships between major banks, consulting firms, utilities, engineering and transportation companies, and individual First Nations and Tribal groups.

- $ Qualitative benefits include:
  - $ heightened business networks for Aboriginal/non-Aboriginal businesses;
  - $ heightened profile for Aboriginal entrepreneurs;
  - $ heightened awareness for major public-policy issues; and
  - $ a major venue for regional and national announcements on economic development success stories.

Outcomes

- $ This event has stood the test of time. It is leading into its sixth consecutive year and has now taken its place as one of the most important events in the calendar year for Aboriginal and non-Aboriginal businesses in British Columbia. Moreover, the list of contributors, sponsors and partners has grown significantly since its inception. Some of this country's largest corporations and institutes of higher learning now throw their support behind its mission.

Lessons Learned/Applications

- $ All Partners shared significant risk to their reputations and their respective investments when the event was launched in 1995. No one wanted to be a part of a failure on such a critical initiative. All partners took it upon themselves to encourage their various constituencies to support this venture both materially and with their participation. The long-term success of the venture has reflected well on all of the partners and provided them with tangible evidence that they are fulfilling an important part of their mandates.

- $ Business at the Summit is a model for all regions of the country to emulate - it educates, informs, creates better understanding through a dynamic medium, is a forum for constructive dialogue, and fosters collaborative, cooperative action. Its objectives and results through the event's final reports have been shared with governments, businesses and other Aboriginal groups in Australia, New Zealand, the United States and the Scandinavian countries.

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Submitted by: Indian and Northern Affairs Canada

Federal Procurement Strategy for Aboriginal Business

Subject Matter/Category

- The Procurement Strategy for Aboriginal Business (PSAB) was launched to help Aboriginal firms do more contracting with all federal departments and agencies.

Description

- In April 1996, the federal government launched the PSAB. The primary objectives of the strategy are to stimulate Aboriginal business development and to increase the number of Aboriginal firms competing for and winning federal contracts.

- To be considered, an Aboriginal business must meet the following criteria:
  - the business must be able to demonstrate that it is at least 51% Aboriginal owned and controlled;
  - at least one-third of the employees must be Aboriginal, if there are six or more full-time people on staff; and
  - if the firm is starting a new consortium or a joint venture, at least 51% of the entity must be owned and controlled by Aboriginal people.

- The PSAB promotes its general objectives through three main activities:
  - the creation of measures for contracts to be set-aside for competition by Aboriginal businesses only on a mandatory or voluntary basis;
  - the development of departmental performance objectives to increase the total number of contracts and value of Aboriginal procurement; and
  - the development of complementary measures to facilitate access by Aboriginal businesses to federal procurement opportunities (i.e., supplier development activities, information sessions, policy changes)

- Indian and Northern Affairs Canada (INAC) participates in this initiative in several ways, including the following:
  - providing information and advice to government and business stakeholders;
  - providing training sessions to various stakeholders;
  - advocating on behalf of Aboriginal businesses;
  - supporting trade shows by Aboriginal conference organizers;
  - developing an Aboriginal Supplier Inventory (ASI), a database of Aboriginal-owned and controlled businesses, and assistance tools including a 1-800 help line to improve access to information on the PSAB and the ASI; and
  - undertaking evaluation and compliance activities.

Outcomes

- $ Implementing the PSAB in the various federal departments has increased the number and value of contracts awarded to Aboriginal businesses.

- $ The PSAB has encouraged and increased cooperation and joint ventures agreements between Aboriginal and non-Aboriginal businesses.

- $ Departments are adopting innovative delivery methods, such as bid-matching contracting opportunities and promotion of joint ventures.

Lessons Learned/Applications

- $ In-person communication activities are most effective. An example of this is INAC's train-the-trainer sessions.

- $ Supplier development activities would enhance awareness of the Strategy and federal contracting practices.

- $ Many federal departments rely on INAC's ASI as a valuable tool for determining whether Aboriginal capacity exists within a particular sector of the economy before making the decision to set-aside a contracting opportunity for competition among Aboriginal firms.

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Aboriginal Business Canada

Subject Matter/Category

- Providing business services and financial support to prospective and current Aboriginal entrepreneurs.

Description

- Aboriginal Business Canada (ABC), through its grants and contributions budget of approximately $30 million annually, promotes the growth of Aboriginal businesses. It concentrates its funding, information services and management advice on start-up companies and small established businesses. ABC is acting on strategic priorities that respond to emerging opportunities for growth in regional, national and international economies. These priorities are youth entrepreneurship, innovation, trade and market expansion (including tourism), and strengthening Aboriginal financial and business organizations.

- ABC receives direction from the National Aboriginal Economic Development Board, which is composed primarily of Aboriginal business leaders and other economic and business specialists. Services and assistance are available to Canadian status and non-status Indians on or off-reserve, Inuit and Métis. Further information can be attained from any of the nine offices across Canada or the ABC Web site at www.abc.gc.ca.

Outcomes

- Since 1996/1997, ABC has strategically invested $87 million in 4,000 business investments and support projects and, today, in the Aboriginal business community there are currently over 20,000 self-employed Aboriginal people. Over the years, the rate of Aboriginal people have become self-employed has grown to a rate that is two times greater than the national increase in self-employment.

Lesson Learned/Application

- A decade after its inception, the ABC model is featured as the federal government's lead agency for the promotion and support of Aboriginal entrepreneurs in Canada and has been a partner in the success of literally thousands of Aboriginal businesses.

Contact/Resource Person

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Submitted by: Industry Canada

The Aboriginal Business Development Initiative

Subject Matter/Category

- The Aboriginal Business Development Initiative (ABDI) is a business enhancement initiative that deals with improving access to capital, creating an Aboriginal Business Services Network and enhancing the delivery of existing business support programs to Aboriginal entrepreneurs and organizations.

Description

- The ABDI is a partnership among Aboriginal financial and business organizations (including Aboriginal Capital Corporations, Community Futures Development Corporations, and the National Aboriginal Capital Corporation Association), and federal organizations, including Industry Canada, through Aboriginal Business Canada, the Canada Business Service Centres and Federal Economic Development Initiative in Northern Ontario, the Atlantic Canada Opportunities Agency, Canada Economic Development - Quebec and Western Economic Diversification Canada, and Indian and Northern Affairs Canada.

- The ABDI is a $21 million initiative comprised of three elements:

    - Access to Capital: This element involves a $14.6 million investment over five years. It is designed to strengthen the capacity of private sector Aboriginal Financial institutions to improve access to more affordable debt financing for Aboriginal firms.

    - Aboriginal Business Services Network: Aboriginal entrepreneurs need information and skills to increase their ability to access capital and to establish and grow their businesses. However, geographic isolation, lack of business networks and limited awareness of information sources continue to be barriers. Under this element, $6.4 million will be invested over a four-year period to establish networks built on the structure of existing Canada Business Service Centres (that provide free access to information on business programs, services and regulations) to provide a range of services and products, tailored to meet the unique requirements of Aboriginal clients, in a variety of innovative delivery mechanisms.

    - Expand Use of Existing Business Programs and Services: Under this element, the Industry Portfolio partners will seek ways to improve the marketing and outreach to Aboriginal entrepreneurs of existing federal programs and to reduce delivery obstacles and gaps.

Outcome

- The three elements of the ABDI work together to address financing, information and service delivery requirements of Aboriginal firms and business organizations.

Lesson Learned/Application

- Despite fast business growth, the incidence of business ownership (the proportion of the Aboriginal adult population who are business owners) remains relatively low. The Royal Commission on Aboriginal Peoples reports that continuing population growth and the need to address high unemployment will require about 500,000 Aboriginal jobs by 2016. In light of this, it is important to continue to support Aboriginal entrepreneurs by providing them with access to capital, in addition to a range of business support services that specifically address their needs to ensure long-term self-sufficiency through the creation of business and employment opportunities.

Contact/Resource Person

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Submitted by: Industry Canada

External Delivery Organizations

Subject Matter/Category

- Alternate forms of program delivery through private sector partnerships.

Description

- Aboriginal Business Canada (ABC) delivers a significant portion of its business support services and funding through External Delivery Organizations (XDOs). The overall goal of XDOs is to provide access for potential Aboriginal clients, particularly in situations where geographical impediments prevent convenient access to ABC offices. The result is a current system of 14 XDOs strategically placed in Aboriginal business and financial organizations, which not only bring the programming closer to the clients, but also help to build delivery expertise and business development capacity in the Aboriginal organizations. This creates a system of officers who, while working directly for Aboriginal organizations, manage the delivery of ABC programming. However, the criteria for funding and business support remain the same. The question of accountability is addressed by the requirement that the XDO maintain links with ABC regional managers, particularly with respect to the application of program criteria.

Outcomes

- The launch of the XDO initiative has played a part in stimulating greater capacity- building in the Aboriginal business organization in question and in the greater community generally. In order to ensure that this continues to take place, ABC is currently in the process of implementing changes to its XDO system to ensure that greater responsibility for programming delivery is placed within communities and client levels. This will be accomplished through the Alternate Service Delivery (ASD) mechanism.

- ASD builds on the experience of the XDO process which extends the reach of ABC support and improves client service by means of local decision-making, while maintaining a high level of accountability. The system will be based on three-year Contribution Agreements, whereby ABC will provide nonrepayable contributions to qualified Aboriginal organizations to establish equity funds. ABC would also provide assistance for operating costs of fund administration. Accountability, in turn, will be assured through an Accountability Accord establishing a business plan that ensures program delivery conforms with ABC's criteria and strategic priorities.

Lesson Learned/Application

- As a decentralized delivery mechanism, XDOs/ASD recognizes that Aboriginal service is of paramount importance, and it is envisaged that local decision making will not result in a loss of accountability, fairness or transparency. ASD, in this form, is relatively new initiative to ABC, and not enough time has passed to contribute to lessons learned.

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Submitted by: Industry Canada

The National Aboriginal Economic Development Board

Subject Matter/Category

- $ Private sector involvement in policy decision-making from Aboriginal and non-Aboriginal business leaders that contributes to strengthening Aboriginal economic development.

Description

- $ The National Aboriginal Economic Development Board (NAEDB) was established in 1990 by Order-in-Council. Its mandate is to advise the Minister of Industry and other federal Ministers, as appropriate, with regard to the requirements of coordinating programs, policies and procedures of their departments that impact on Aboriginal economic development.

- $ Up to 20 members are nominated by Order-in-Council for varying terms and are selected from leaders in the Aboriginal and non-Aboriginal Canadian business community, with particular emphasis on status, non-status Indians, Métis and Inuit representatives from all regions of the country. Attention is also brought to bear on gender representation. Appointees have a strong knowledge of business principles and issues drawn from direct experience as entrepreneurs or in other economic development areas.

Outcome

- $ The NAEDB ensures that Aboriginal voices are central to ABCs strategic direction and that a common voice and policy vision are created. Its central focus on strategic development affords a strong policy role for NAEDB and private-sector input to a public program. Moreover, strict adherence to a business focus, to political neutrality, and to current best-practices in Aboriginal and non-Aboriginal business development and growth are observed.

Lesson Learned/Application

- $ The NAEDB reflects a vast range of expertise and experience from the Aboriginal business community across the country. It is willing to assist federal, provincial and territorial governments by providing advice and guidance on many issues dealing with Aboriginal participation in the economy and business development.

Contact/Resource Person

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Submitted by: Industry Canada

Aboriginal Welding Training Program

Subject Matter/Category

- Employment Partnership initiative with industry, government, Aboriginal community and training partners to address skill shortages in the aerospace industry.

Description

- The objective of the initiative was to train 12 Aboriginal Employment Insurance and Income Assistance recipients in TIG and MIG welding for identified jobs in the aerospace manufacturing sector. The program operated from May 2000 to December 2000 and was comprised of a two-week employability skills-enhancement component, 13 weeks of technical training, and 8 weeks of on-the-job paid work experience.

- Employment and Training Services (ETS) was the primary funder of this project and provided a total of $129,000 for course development/delivery, income support to participants for the duration of classroom training, and wage subsidy for the work experience component.

- The Manitoba Aerospace Human Resources Coordinating Committee (MAHRCC), as a representative of industry and project sponsor, played a key role in raising awareness among employers respecting the untapped labour pool within the Aboriginal population; marketed the initiative to specific employers; and obtained employer commitment to participate in the training and hiring of graduates.

- Centre for Aboriginal Human Resource Development (CAHRD) also played a crucial role in this initiative by funding an Aboriginal Liaison Officer to work directly with MAHRCC in planning and developing the program; in promotion and recruitment within industry and within the community; and providing ongoing supportive counselling to program participants.

- Stevenson Technical Training Centre, in cooperation with Tec Voc High School, delivered the technical training for this initiative. The Canadian Aviation Maintenance Council approved the curriculum used. The employability skills enhancement component was delivered by Gateway Group, with assistance from Anishanabee Toastmasters.

- Four industry employers participated in this initiative: Britol Aerospace, Custom Steel, Enduran/Custom, and Standard Aero Ltd., based on hiring requirements and

willingness to commit to the successful integration of Aboriginal workers into their workplace.

- A previous model developed by ETS and MAHRCC for employment-disadvantaged individuals was used and adapted for this offering. The model included a two-week pre-employment component to enhance employability skills, and provide exposure to the occupation/job requirements prior to the technical skills training. This component was seen as particularly effective as an assessment period for both the project coordinator and participant to measure personal suitability for a welding occupation. For the Aboriginal initiative, this component was adapted to include issues and needs specific to Aboriginal participants.

- The role of MAHRCC in promoting the benefits of participation with their member companies was a crucial element to the success of this project. All employers were involved in participant selection and were asked to assign mentors (existing employees from their company) to participants during the technical skills training. This was intended to allow a positive relationship to develop before the student entered the workplace. Mentors visited the classroom on a weekly basis to work with and interact directly with participants.

- A retention strategy was developed at the outset. The Aboriginal liaison officer worked with all the companies and participants to help address issues that could affect sustained employment and provides this service for at least one year after participants complete their work experience component.

- The community promotion and recruitment strategy undertaken by CAHRD included both traditional and more nontraditional routes to ensure broad coverage of the community.

Outcomes

- An equal number of men and women were represented in the program for this nontraditional occupation.

- The retention rate for the skills training was 84%, with only two persons withdrawing for personal reasons.

- All participants who completed the technical training are currently employed with their work experience employers.

Lessons Learned/Applications

- Meaningful partnership approaches that actively link Aboriginal organizations and

industry in the planning and development phases is crucial.

- $ A program model which includes culturally relevant employability enhancement activity and an active job retention strategy is key.

- $ Careful attention to selection and a clear understanding of aptitudes required for the work involved, recognizing the potential of individuals and appropriate matching of trainees to workplace environments are all important to maximize the success of the individuals.

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Submitted by: Province of Manitoba

Employment and Training Services - Contract with the Keewatin Tribal Council for Health Care Aide Training (Diabetes Component)

Subject Matter/Category

$ Joint ventures, partnerships, sharing of resources and training strategies.

Description

$ Parties involved:
  - $ Keewatin Tribal Council (KTC);
  - $ Keewatin Community College (KCC);
  - $ Burntwood Regional Health Authority (BRHA);
  - $ Medical Services Federal Branch (Federal); and
  - $ Employment and Training Services (ETS).

$ The purpose/objective was to develop and deliver a Health Care Aide (HCA) program to train two clients per community for 10 remote Northern communities and five clients from the Thompson area. The Keewatin Tribal Council, in partnership with Keewatin Community College and Burntwood Regional Health Authority, designed the 27-week program. The standard Health Care program was supplemented with additional health training in the areas of diabetes, food safety, foot-care, mental health proctor training, medical terminology and skills in teaching cooking sessions.

$ This is a unique program to Manitoba and potentially a model program for other First Nations communities across the country, as it provides the participants with both practical training and additional skills that make them more employable within their communities.

$ KTC coordinated the activities for the selection of participants from each community and organized child care, housing, etc., in Thompson for each participant who relocated there while in training.

$ The community Band offices worked with KTC in the selection of participants and provided the travel and living expenses for those participants and their families who relocated to Thompson while in training.

$ BRHA organized the immunization of each participant and provided the practicum for all the participants.

$ Medical Services Branch provided start-up and development funding for KTC. KCC provided space and qualified instructors to teach this unique Health Care program at

their campus in Thompson.

- $ ETS provided a total of $124,900 by accessing the New Careers (provincial) program for tuition and books for 14 participants ($16,800), Labour Market Partnership program for course costs, and instructor wages ($67,400) and the Enhanced FeePayer program for tuition for 11 participants ($40,700).

Outcomes

- $ 21 people completed the program, and 4 did not complete;
- $ 15 participants were hired by KTC to work in their own communities;
- $ 5 participants were hired by the BRHA to work in Thompson; and
- $ 1 participant was not employed at the time of writing due to family illness.

Lessons Learned/Applications

- $ What contributed to the program's success was the desire of both parties to make it work.
- $ The partnerships also contributed to the success: HCA training was held in Thompson and the Bands relocated the participants, including their families, to Thompson.
- $ Obstacles encountered and lessons learned involved the timelines and learning processes for both parties involved.
- $ ETS, KTC and the Burntwood Regional Health Authority are negotiating a second contract.

Contact/Resource Person

Mike Davies
Director of Rural/Northern Employment Centres
Employment and Training Services

Submitted by: Province of Manitoba

The Manitoba Access Programs

Subject Matter/Category

- The Access Programs are an example of an educational model developed to enable Aboriginal people to access and be successful within post-secondary education in Manitoba.

Description

- The parties involved in the Access Programs are the Manitoba Council on Post-Secondary Education, the Manitoba Student Financial Assistance Program, the University of Manitoba, University of Winnipeg, Brandon University, Red River College and Keewatin Community College. As well, there are several communities involved in the program, especially those that are host locations for the Brandon University Northern Teacher Education Program. Last but not least, are the students participating within the Access Programs.

- Through the Council on Post-Secondary Education, the Access Programs provide grants to institutions to offer the program, and through Student Financial Assistance individual students who fit the criteria receive an access bursary, as well as a student loan.

- Access programs are offered in education, social work, nursing, engineering, pre-dentistry, and pre-medicine, business administration, and pre-health. Students receive personal and academic support, as required, and program curricula are taught in a slightly different way, to accommodate differences in learning styles and Aboriginal culture.

Outcome

- The Access Programs have been in operation for over 25 years. In that time, many individuals have graduated from each of the programs and have become effective role models for their communities. A significant portion of the Aboriginal professionals in the above-noted fields are graduates of the Access Programs.

Lessons Learned/Applications

- This is a best practice because it not only provides educational programming, but other kinds of supports needed to ensure success. The personal support and/or counselling provided and the tutorials available in areas of difficulty assist with ensuring academic success.

- $ The financial support given to the students works to eliminate barriers to accessing post-secondary education. The grant given to the post-secondary institutions engages their participation in an important province-wide initiative.

- $ The community involved in the Brandon Teacher program has been a critical success factor. The communities provide classroom space for the program, and the students become integrated members of the community, providing role models for younger children and enhanced activities for the their community.

Contact/Resource Person

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Submitted by: Province of Manitoba

Partners for Careers

Subject Matter/Category

- Partners for Careers is an Aboriginal employment/job placement service run for and by Aboriginal professionals in Manitoba.

Description

- The program represents a Manitoba best practice on many levels:
  - as a partnership between the provincial and federal governments;
  - on its outstanding success at matching First Nations, Métis and Inuit Manitobans with employers;
  - for its approach to building capacity within existing Aboriginal organizations in the province;
  - for its ability to serve all regions of Manitoba; and
  - and for the awareness created within corporate Manitoba on the broader scope of Aboriginal employment issues.

- Partners for Careers is supported financially by Manitoba's Department of Aboriginal and Northern Affairs/Aboriginal Affairs Secretariat and the Department of Education and Training. Federally, support is provided by HRDC. Through the office of the Executive Director of the program, existing Aboriginal organizations within Manitoba are contracted as delivery agents for the job-placement services. All 11 Friendship Centres in Manitoba deliver the job matching services in 10 rural and northern centres and the Winnipeg Friendship Centre and Staffing Solutions serve Winnipeg job seekers and employers with its professional service delivery. The yearly contracts entered into with delivery agents allow for flexibility in the choice of delivery agents. The current contractors are meeting and generally exceeding their contractual obligations.

- The Government of Manitoba recognizes that First Nations, Métis and Inuit Manitobans are investing in their education in record numbers. Aboriginal youth are seeing the importance of staying in school and continuing on to post-secondary institutions. Adults are reinvesting in learning by taking upgrading courses, specialized training and in some cases just finishing what they started several years ago. Partners for Careers exists to ensure that their investment pays off with meaningful employment and that employers gain access to those skilled and motivated individuals.

Outcomes

- Total clients registered: 3478. Total lients placed: 1610.
- 44% of placements are in Winnipeg, 56% in rural and northern Manitoba.
- On a monthly basis, there is a fairly even split between Métis and First Nation clients served (the program is status blind).
- It has an even split between numbers of male and female clients served.
- 40% of clients are aged 17-24; 25% aged 25-30; and 35% over 30.
- Delivery agents are contracted to deliver job placement and employment facilitation services and have registration and placement outcomes stipulated in their contracts. They must market their services to employers, students and job seekers in their communities to ensure their contract obligations are met. The office of the executive director, located in Winnipeg, supports those marketing efforts to the private sector and supplements them with marketing, information initiatives and public relations events.
- The office of the executive director serves as an Aboriginal Employment Information Centre - a storefront, single window on Aboriginal employment, education and training initiatives that provides information resources to employment practitioners and employers along with acting as a signpost to services for Aboriginal job seekers. Partners for Careers sponsors an annual event - The Showcase of Aboriginal Youth Initiatives and is currently planning an employer recognition event as a follow-up to a successful employer information session, attended by almost 50 of Manitoba's key employers.

Lessons Learned/Applications

- The Aboriginal organizations have the capacity and are able to develop capacity to design and deliver an effective employment placement service. The private sector is willing and able to be an important partner in this type of initiative by way of providing the opportunity for employment of Aboriginal people in significant numbers. The federal and provincial governments can facilitate this type of initiative by contributing to the capacity building in Aboriginal organizations and promoting the concept to the private sector.
- The Partners for Careers model could be duplicated in other jurisdictions.

Contact/Resource Person

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Submitted by: Province of Manitoba

Partnership Strategy Protocol

Subject Matter/Category

- Joint ventures, partnerships, sharing of resources, economic development strategies and training strategies.

Description

- Parties involved: the Assembly of Manitoba Chiefs (AMC), Assembly Secretariat and Employment and Training Services (ETS).

- The purposes/objectives were to provide a framework to utilize the resources of both parties in the most efficient and effective manner and the provision of training and employment services to unemployed Aboriginal Manitobans, taking into account the responsibilities of both parties to meet priorities at the community level and those set by Human Rersources Development Canada in the devolution of labour-market development agreements to Manitoba and the Assembly of Manitoba Chiefs.

- The Protocol provides commitments made by both parties to jointly plan and deliver services to First Nations people. In addition, the document describes communication strategies and capacity-building commitments designed to enhance access of First Nations people to training and employment opportunities.

Outcomes

- The discussions and negotiations leading to the development of the protocol document have enhanced ETS understanding of the training and access issues many First Nations people experience in gaining marketable skills and meaningful employment.

- As a result of implementing the protocol, ETS has developed a substantial number of training and agreements with First Nations communities and organizations. These agreements have resulted in successful learners and employment in meaningful occupations.

- The sharing of training costs between ETS and AMC has resulted in more individuals being trained than either organization could have accomplished on its own.

Lessons Learned/Applications

- $ What contributed to its success was the desire of both parties to make it work.

- $ Possible applications are joint training initiatives in Winnipeg, rural Manitoba and remote communities.

Contact/Resource Person

Mike Davies
Director of Rural/Northern Employment Centres
Employment and Training Services

Submitted by: Province of Manitoba

Alberta/Métis Nation of Alberta Framework Agreement

Subject Matter/Category

- The Framework Agreement provides for the meaningful participation of the Métis Nation of Alberta Association (MNAA) in the design and development of provincial policy and legislation on matters concerning social, cultural and economic realities of the Métis in Alberta.

Description

- The Métis Nation of Alberta signed the Framework Funding Agreement with the Province of Alberta. The goal of the Agreement is to promote and facilitate the advancement of Métis people by providing a framework for parties to work cooperatively in partnership to develop and implement mutually acceptable methods of addressing the needs and aspirations of Métis people and to preserve their identity and cultural heritage.

- The Agreement comprises a series of sectors which include Advanced Education and Career Development, Economic Development and Tourism, Education, Family and Social Services, Municipal Government and Housing, Intergovernmental and International Affairs, among others. A Joint Committee comprised of the Premier of Alberta and his officials and the president of the MNAA and her officials oversees the implementation of the Agreement. Sector subcommittees made up of representatives of the various provincial departments and the MNAA address the implementation of the Agreements at the sector level. Each sector subcommittee develops work plans to act on the goals identified in the sector framework document. The work plans of the sector subcommittees are integral to the success of the Framework Agreement.

- The Agreement formalizes the involvement of Métis in the numerous sectors of the provincial government that impact on Métis people and communities. Key sectors affecting economic participation include Advanced Education and Career Development, and Economic Development and Tourism

- Economic Development and Tourism Sector: The objectives of the MNAA`s Strategic Economic Development (SED) Project are to assess the current economic development environment, to identify future economic development opportunities, and to create a framework to foster economic self-sufficiency. The SED project focuses on creating the foundation for a new business framework that addresses economic and social capacity development in the Métis community. Key elements of the project include engaging economic development officers in each zone; engaging zones and locals in the development of SED; linking economic development programming to labour market

training services; linking economic development agencies to key industry sectors such as Community Futures Development Corporations, Alberta Economic Development, and

- Western Economic Diversification; participating in the Aboriginal Businesses Services Network of the federal government; and negotiating overarching agreements with major industries (oil and gas, construction, forestry) to facilitate capacity building agreements with zones.

Outcomes

- The first phase of the project will identify existing active businesses owned in whole or in part by Métis in each of the zones. While it may not be possible to register every Métis-owned business, a representative sampling from each zone may suffice. Data collected will include the nature of business, the number of employees and the length of time the business has been in operation. The results of the zone consultations will be a registry of Métis owned businesses in each zone and a list of best practices to be shared across Alberta.

- The second phase of the project will identify key industry sectors in which further research will be conducted to determine development opportunities and partnerships.

- Zone offices will have the capacity to promote the involvement of the Métis in the economy and will provide support services and linkages between Métis people and Métis businesses and the institutions designed to support them. This will result in an increased number of Métis-owned businesses in Alberta.

Lesson Learned/Application

- To build strong relationships between the province and the Métis and to support the involvement of Métis in provincial jurisdictions, it is necessary to formalize opportunities and frameworks for Métis to participate in, and contribute to, provincial policy-making.

Contact/Resource Person

Lorne Gladue, Executive Director
Métis Nation of Alberta

Submitted by: Métis National Council

Métis Human Resource Development Society

Subject Matter/Category

$ The Métis Human Resource Development Society (MHRDS) provides labour market training and is a service institution of the Métis Nation of Alberta, supported under the Aboriginal Human Resources Development Strategy (AHRDS) of Human Resources Development Canada (HRDC).

Description

$ In 1999, the Métis Nation of Alberts Association (MNAA) signed a five-year agreement with HRDC under the A HRDS. The Aboriginal Human Resources Development Agreement (AHRDA) provides labour-market services to assist Métis people in Alberta to prepare for, obtain, and maintain employment. As the delivery agent for the AHRDS, the MNAA is responsible for the programming, delivery and reporting of the results achieved and the management of a budget of $10.7million.

$ Labour Market Development Unit (LMDU): The MNAA's Labour Market Development Unit has seven offices and 15 Employment Assistance Centres (EAC) that are the delivery outlets for labour market services. These centres assess applications for funding, monitor projects and contractual agreements, and evaluate completed projects. Located in the MNAA offices, the LMDU provides technical support to service-delivery staff and contractors, maintains liaison with governments, develops and coordinates staff training, and fulfils the reporting requirements of the AHRDA.

$ Employment Assistance Centres (EAC): EAC offer services of employment counselling, market specific clients,, support technology for job search, modern equipped workstations, job board, educational and community resource material, career profile information, employment self-reliance workshops, and ongoing support and guidance. These centres serve all Aboriginal peoples. Seven of the EACs are supported wholly by the LMDU, while the remaining eight are established under cost-sharing arrangements with other AHRDA holders. This enables EACs to provide a more comprehensive range of high-quality services.

$ Services provided:
- $ Individual sponsorship to assist people with an employment barrier to prepare for, obtain or maintain employment.
- $ Targeted wage subsidy to assist people who have employable skills, but lack experience to obtain employment.
- $ Métis self-employment assistance to assist people who want to start their own business by providing counseling, training, business development and aftercare

support.

- $ Projects to assist groups of individuals to prepare for, obtain and maintain employment.
- $ Labour-market partnerships to support employers, employees or employer associations, communities and community groups to develop strategies for dealing with labour market adjustments and meet human resource requirements.
- $ Youth programming to enhance the employability of youth, to promote their abilities and to encourage employers to hire them, and to promote community-based projects with strong local partners. Programs specifically for Métis youth included the Community Connections for Métis Youth to improve personal and job-related skills and Career Placement.

$ In addition to providing direct access to Métis clients with disabilities EAC staff have received sensitivity training in working with persons with disabilities and are familiar with programs available to assist the physically challenged.

Outcomes

$ The LMDU provided services to 783 clients in the fiscal period ending March 31, 2000.

$ In 1999/00 the LMDU provided $1.327million or 80.9% of Alberta's EAC Centres which served 5,924 clients.

$ Key initiatives:

- $ Correctional Officers Training Initiative: There is a marked overrepresentation of Aboriginal people in federal and provincial penal institutions. Given this well-known fact, the MNAA has identified the need to increase the number of Aboriginal people working within the justice system and will take a leading role in developing a training initiative to prepare Aboriginal candidates for correctional officer recruitment. Preliminary discussions are under way with First Nations, the Métis Settlements General Council, Corrections Canada and Alberta Corrections.

- $ Métis SELF Corporation: Métis SELF Corporation was established to support self-employment initiatives and will remain as an ongoing project of the Labour Market Development Program. Courses were purchased for clients demonstrating potential for self-employment.

- $ Urban Aboriginal Development Corporations: The MNAA is currently in the process of identifying appropriate infrastructure and options for the efficiency and improvement of Aboriginal services in urban centres. To this end, it is ready to form partnerships with appropriate departments and authorities that are

willing to devolve program delivery and administration to Aboriginal entities to achieve substantive improvement in areas of housing, education, employment, social development and economic opportunity for Métis urban dwellers. The MNAA plans to partner with First Nations to establish Urban Aboriginal Development Corporations in Edmonton and Calgary.

- $ Note: Similar Métis human resources development agreements have been signed with the Métis Nation of Saskatchewan, the Manitoba Métis Federation (Human Resource Department) the Métis Nation of Ontario and the Métis Provincial Council of British Columbia. All organizations are active in the delivery of labour market training.

Lesson Learned/Application

- $ Institutions under the governance of the MNAA have the capacity to provide provincial-level employment services to the Métis people and communities. Partnerships with First Nations delivery agencies and Métis institutions provide a cost-efficient manner to address service delivery.

Contact/Resource Person

Lorne Gladue
Executive Director
Métis Nation of Alberta

Submitted by: Métis National Council

Saskatchewan Native Economic Development Corporation

Subject Matter/Category

$ The Saskatchewan Native Economic Development Corporation (SNEDCO) involves the federal government and Métis representative organizations. SNEDCO provides services province-wide and is an economic institution of the Métis Nation of Saskatchewan. Similar Métis capital corporations exist in Alberta (Apeetogosan) and Manitoba (Louis Riel Institute).

Description

$ SNEDCO is a Métis owned capital corporation created to finance the start-up, acquisition and/or expansion of viable Métis-controlled small businesses. Financial services are delivered on the basis of sound business practice and logic to protect the integrity of its capital base and to ensure the continued delivery of its services. As resources are limited, the loan program is often used to lever financial assistance from other private and public sources.

$ Services provided:
  - $ Direct capital loans are provided for projects that are basically sound, but where, because of risk or other factors, no other funding sources would provide financing.
  - $ Shared capital loans assist applicants in securing the major portion of their loans from other financial institutions. Shared and direct capital loans are available for start-up acquisition and/or expansion of small businesses.
  - $ Working capital loans are provided to finance partial start-up costs or working capital requirements, such as advertising, inventory and receivables.
  - $ Bridge financing is available to bridge externally committed financing pending disbursement.
  - $ Equity enhancement loans assist entrepreneurs in qualifying for regular loans or government grants.

$ A Business Advisory Services Program is also administered by SNEDCO. The Program provides business information and consulting services. Business development workshops for Métis entrepreneurs interested in starting, expanding or purchasing a business are offered. The program is supported by Western Economic Diversification Canada.

Outcomes

$ SNEDCO disbursed 45 loans totalling $1.2 million to Métis businesses in the period

ending December 31, 1999. An estimated 66 jobs were created or maintained by loan applicants.

$ It was anticipated that business loans would exceed $1.5 million for the 1999/2000 fiscal period, slightly higher than the $1.4million disbursed annually over the past three years. A review of the businesses assisted includes trucking, retail, tourism and services with a high concentration in the forestry industry. SNEDCO's Web site is www.nacca.net.

$ The Business Advisory Services Program held workshops in Prince Albert, Saskatoon, Regina, Archwell and Buffalo Narrows and presentations were made at the Aboriginal Women's Business Opportunities Conference in Saskatoon. The Business Advisory Services Program addressed 291 interventions that resulted in the development of 63 business plans and supported the start up or expansion of 38 businesses. Expenditures in 1999/00 totalled $2.6million.

Lessons Learned/Applications

$ Aboriginal Corporations work closely with Labour Market Development Training providers to promote interest and action to assist Métis people who want to establish a business, but who may require preparatory training in the proposed field or in general business management. Training providers play a role in fortifying aspirations and preparing Métis to become successful entrepreneurs.

$ On the other end of access to capital, business development programs such as SNEDCO`s are providing aftercare support and enhancing opportunity for success and longevity of Métis businesses.

$ Program synergies are a large part of the success being realized by the Métis.

Contact/Resource Person

Roland Duplessis
General Manager

Submitted by: Métis National Council

CareerPLACE

Subject Matter/Category

- Investing in Aboriginal people through career opportunities.

Description

- CareerPLACE a national program originally set up to focus on assisting Aboriginal women in securing careers within the corporate and government sectors. It also features a mentorship component for smooth transitions into new and promising careers.

- Since October 1, 1999, men were included as clients in the above equation.

Outcomes

- CareerPLACE assists hundreds of corporations and governments each year in filling personnel requirements and employment equity initiatives with optimum turnaround, while helping Aboriginals achieve meaningful careers.

- Employers can advertise their career opportunities, as well as promote corporate culture and business objectives.

- CareerPLACE is a proud member of Industry Canada's SkillNet.ca network of job and career information Web sites. Through SkillNet, CareerPLACE is launching a national Web site hopefully by the end of February 2001.

Lessons Learned/Applications

- CareerPLACE, in partnership with Industry Canada, is the most comprehensive national resource of qualified Aboriginals seeking employment in Canada.

- Many corporations have realized that having Aboriginal-relations programs help them achieve clear business benefits, including improved access to expanding Aboriginal markets and to new workers and skill sets.

- Aboriginal can also tap into a growing lucrative Aboriginal consumer market, which makes up roughly 4% of the Canadian population, a potential multi-billion dollar market.

- Through SkillNet, CareerPLACE has the potential to improve national productivity and prosperity through the online exchange of labour market information and assist Aboriginal people obtain careers.

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Submitted by: Native Women's Association of Canada

Computer Operating Systems Engineering Certification Program

Subject Matter/Category

- Federal/provincial/Aboriginal partnership for training in the high-technology sector.

Description

- This program is the result of an opportunity identified in the Joint Economic Development Initiative process and represents cooperation among the federal and provincial governments (who cost-share the program), Advanced Training Services Inc. (a New Brunswick company that is offering the training), and Aboriginal people in New Brunswick.

- This is a pilot project to offer training to, initially, 26 Aboriginal people from across New Brunswick in the field of information technology. The training is taking place at the Maliseet Nation at Tobique. It is hoped that an Aboriginal computer training institute will be established at Tobique using graduates of this course.

- The total project cost is $455,000. The Aboriginal Economic Development Fund (AEDF) provides $205,000 (the AEDF is cost-shared at 50% from Atlantic Canada Opportunities Agency/Regional Development Corporation and 50% from the Department of Indian Affairs), and the New Brunswick Department of Training and Employment Development is providing up to $250,000 to students for their living expenses while in the program. The latter funding is provided on a case-by-case basis.

Outcome

- The successful applicants will receive 60 weeks of training in information technology including a 10-week work placement. Successful participants will be able to plan, implement, maintain and support information systems in a wide range of computing environments.

Lesson Learned/Application

- This program demonstrates the benefits of partnership among federal/provincial governments and Aboriginal communities, and the importance of involving the private sector in Aboriginal economic development.

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Submitted by: Province of New Brunswick

Joint Economic Development Initiative

Subject Matter/Category

- $ Federal/provincial/Aboriginal partnership for Aboriginal economic development.

Description

- $ Joint Economic Development Initiative (JEDI) brings together Aboriginal, federal and provincial representatives to identify and pursue opportunities in business development, training and economic development planning for Aboriginal people in New Brunswick.

- $ It aims to (1) increase entrepreneurship, small business development and employment, (2) facilitate the administrative process for Aboriginal projects, (3) foster long-term government commitment towards Aboriginal economic development, and (4) enhance the consideration of Aboriginal values in the strategic planning process.

- $ JEDI has six committees; the steering committee, employment placement committee, communications committee, procurement and joint venture committee, resource sector committee, and the community economic development committee.

- $ Funding for projects and the JEDI process is provided through existing programs of the participating federal and provincial agencies.

Outcome

- $ The JEDI process has led to a number of initiatives, including an entrepreneurship training program, a forestry training program, an Aboriginal Youth Internship Program, capacity-building activities for community economic development officers, and a computer operating systems engineering certification course for Aboriginal people.

Lessons Learned/Applications

- $ The JEDI process demonstrates the importance of having a federal, provincial, and Aboriginal partnership in identifying areas of Aboriginal economic development and in identifying existing sources of funding for Aboriginal economic development proposals.

- $ There is a general sentiment at the JEDI table is that greater private sector involvement in the JEDI process is required. JEDI will continue to encourage private sector participation in its initiatives.

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Submitted by: Province of New Brunswick

Labrador Inuit Development Corporation

Subject Matter/Category

- Labrador Inuit Development Corporation (LIDC) is the business development arm of the Labrador Inuit Association (LIA). Its mandate is to create sustainable jobs and enhance income prospects through the orderly development of renewable and nonrenewable resources available on the North Coast of Labrador.

- Use of revenues generated by offshore shrimp allocation to diversify the economy in Northern Labrador.

- Ability to build strong partnerships with government funding and support agencies:
  - Atlantic Canada Opportunities Agency
  - Department of Industry and Northern Development
  - Aboriginal Business Canada
  - Human Resources Development Canada
  - Department of Mines and Energy
  - Department of Development and Rural Renewal; and
  - Labrador and Aboriginal Affairs Secretariat.

- Ability to joint venture with credible companies that complement the activities of LIDC.

- Commitment to develop a strong equity position to attract other investors.

Description

- LIDC is currently involved in seven distinct businesses:

  (i) PiKalujak Fisheries Limited (PIK): PIK is a joint venture between LIDC and Steiner Engeset and Ocean Prawn Canada. The company is owned 50% by LIDC and is involved in the offshore shrimp fishery in Eastern Canada. The company employs 12 full-time employees from Northern Labrador. The revenues generated from this venture are used to invest in other business development initiatives of LIDC.

  (ii) Pan Arctic Inuit Logistics Limited (PAIL): PAIL is a joint venture between LIDC and Makivik Corporation, Nunasi Corporation, Inuvialuit Corporation, Qikiqtaaluk Corporation, Kitikmeot Corporation and Sakku Corporation which is involved in the operation and maintenance of the North Warming Radar System throughout Northern Canada. The company is owned 19% by LIDC and employs 12 people. In addition, 15 people trained through PAIL are now employed by other companies.

(iii) Torngait Services Inc.: TSI is a joint venture between LIDC and ATCO Frontec Corporation, which provides logistics and support services to the LIA and its affiliates. The company is owned 51% by LIDC and has approximately 25 employees.

(iv) Nunak Inc.: Nunak Inc. represents the real estate business section of LIDC which owns and operates office space in Nain, Makkovik and Happy Valley-Goose Bay. It currently generates $500,000 in revenue and has seven full-time employees.

(v) Torngait Ujaganniavingit Corporation (TUC): TUC, wholly owned by LIDC, is involved in the production of dimension stone and employs approximately 65 individuals. TUC currently has annual revenues in excess of $2.3 million and assets in excess of $8.0 million. TUC is operating one quarry at Ten Mile Bay and is proceeding with plans for a second quarry at Igiak. In addition, TUC has developed two processing plants, one at Ten Mile Bay and one in Hopedale.

(vi) Wibestone AG: LIDC is the majority shareholder of Wibestone AG which is a European marketing company for dimensional stone products-based in Carrara, Italy.

(vii) Tunnet Inc.: LIDC is the majority shareholder of Tunnet Inc., which is the marketing company for dimensional stone products in North America. The company is based in Nain, Labrador.

Outcomes

- $ Through LIDC and its subsidiary operations there are 120 employees with an annual payroll in excess of $2 million.
- $ The total assets of LIDC and its subsidiary operations are in excess of $12 million and generate more than $10 million in total revenues on an annual basis.
- $ A very strong financial position.
- $ A more diversified economy.
- $ Strong sense of self-reliance and confidence in the ability to improve economic conditions in Northern Labrador.
- $ Well-trained and qualified employees.
- $ Value-added processing.
- $ A proven track record.

Lessons Learned/Applications

- $ Slow and well-planned growth.
- $ A strong equity position is the key to attracting other investors.
- $ Only pursue business development activities that have a reasonable chance of success and not ones that are only viewed as popular by the public at large.
- $ Good business planning is the key to success.

Contact/Resource Person

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Submitted by: Government of Newfoundland and Labrador

Aboriginal Alliance of Companies

Subject Matter/Category

- $ A business network comprised of Aboriginal businesses in the province.

Description

- $ Aboriginal Alliance of Companies (AAC) is a business network, established in 1998 as a result of potential opportunities for Aboriginal communities and companies during the construction phases of the Sable Offshore Energy Project.

- $ The network now has 18 full members and over 20 interested companies from the construction, business services, professional services, and wholesale and retail business sectors. The network is now more inclusive and focused on promoting and enhancing opportunities in many sectors. Member companies pay an annual membership fee.

- $ AAC also plays a role in advocating for Aboriginal employment opportunities within industries.

- $ Member companies have to be 51% Aboriginal (status) owned and registered with the province.

- $ A key goal of AAC is to help develop and promote Aboriginal companies as reputable, professional and capable businesses.

- $ A volunteer executive committee promotes and manages the activities.

- $ AAC activities include acting as an advocacy group to both industry, government and the Aboriginal communities. It ensures companies are aware of the business opportunities and whenever possible tries to identify needs and opportunities for capacity-building.

- $ In 1999/2000, AAC received $30,000 in funding from Indian and Northern Affairs Canada.

Outcomes

- $ The network is expanding and attracting interest from Aboriginal businesses in Atlantic Canada and across the country. AAC is hoping to get funding to hire a manager to run the operation and development officers to work with communities. Key linkages have been established with industry companies.

- $ 54 people from AAC membership were trained in construction safety.

- $ One member company, Caribou Marsh Enterprises, received ISO 9000 Safety Certification, which was necessary for bonding.

Lessons Learned/Applications

- $ More and more Aboriginal businesses in Atlantic Canada want to expand their operations off-reserve but lack the capacity to do so. Many companies have not been able to respond to the procurement opportunities available within the federal system. Aboriginal companies are often capable but don't meet basic requirements such as bonding to successfully bid on contracts. AAC is identifying these issues and looking for funding and opportunities to respond to these needs.

- $ Industry needs to offer mentoring opportunities.

- $ Community/Band council priorities may conflict with the priorities of Aboriginal businesses.

- $ It is difficult for the Aboriginal private sector to access training and development dollars.

- $ AAC needs staff to manage the operations and to network with communities in order to encourage and build a business mind-set.

- $ There is a potential labour shortage in the oil and gas industry and a large segment of Aboriginal youth to prepare for opportunities.

- $ Public training institutions are not always able to readily respond to the employment needs of industry. AAC tries to find alternative means to provide the training for Aboriginal people, however, specialized industry training is very expensive.

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Submitted by: Province of Nova Scotia

Economic Development Officers Network

Subject Matter/Category

- $ A grassroots voluntary network of community economic/employment development officers.

Description

- $ Economic Development Officers Network (EDON) is a voluntary network of First Nation Economic/Employment Development Officers from the 13 Bands and the service delivery agencies/organizations in Nova Scotia. EDON is four years old.

- $ Meetings are held monthly, with the goals of communication/information sharing and creating opportunities for economies of scale not possible at the individual Band level. The end result is an increase in employment and economic development opportunities for First Nations communities in Nova Scotia. EDON initiatives have to be inclusive of all First Nations communities in Nova Scotia.

- $ EDON brings community issues and perspectives to the Economic Development Working Group of the Mi'kmaq-Nova Scotia-Canada Tripartite Forum. Some economic development officers are also members of the Tripartite working group. EDON is often used by the Tripartite group for advise as well as a vehicle to move initiatives. To help facilitate this linkage, EDON meetings are held the day before the Tripartite working group meetings.

- $ Core operational funding for EDON is an ongoing issue. The province, First Nations organizations and Indian and Northern Affairs Canada have provided funding.

Outcomes

- $ Information shared at EDON has directly benefited communities and individuals.

- $ Mentoring and support of new economic development officers given the high turnover rate.

- $ Opportunities for all communities that wouldn't be available without the EDON.

- $ Community economic development projects that span all First Nations communities in Nova Scotia are possible because of the network. Key projects completed or in process include linking members via the internet, spurring competitive wholesale pricing available to the bands, Aboriginal employment with banks and Economic Development.

- $ Officer certification training; a community profile/leakage study to identify potential employment and business opportunities for the Bands; an Aboriginal practice firm which trains individuals through operating a virtual business; hosting a CANDO national conference; and Mikmaq First Net.

Lessons Learned/Applications

- $ Economic development and employment-generating initiatives need to be linked.

- $ The organization has survived four year using principles based on voluntary, grassroots participation; and consensus decision making.

- $ A network creates opportunities for First Nations communities that would not otherwise be available.

- $ A voluntary organization lacks the resources to pursue the many critical initiatives that First Nations need to pursue.

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Submitted by: Province of Nova Scotia

Maritimes and Northeast Pipeline: Westcoast Energy Company

Subject Matter/Category

- Maritimes and Northeast Pipeline and its parent company, Westcoast Energy Company, have policies designed to support Aboriginal participation in the economy.

Description

- In Nova Scotia, this led to an agreement between the Assembly of Nova Scotia Mi'kmaq Chiefs and Maritimes and Northeast Pipeline (December 20,1999):
  - Committed to address actual or mitigatible impact on areas currently used for traditional purposes by the Mi'kmaq through the funding of a joint study of the mainline right-of-way to identify areas and document disruption to the exercise of harvesting rights caused by the mainline construction. Terms of reference for the study are being developed.
  - On pipeline construction projects, the Assembly is funded for a Mi'kmaq environmental representative to inspect and report on issues to the Assembly.
  - Mi'kmaq Cultural Awareness Workshops are held for environmental inspectors monitoring pipeline projects.
  - A target of 5%, set-aside exclusively for Mi'kmaq businesses and persons of all contracted services obtained directly by the company, or through contractors and sub-contractors for operational and maintenance activities and 2% of the budget for capital projects.
  - A training fund jointly administered by the company and the Assembly for training Mi'kmaq persons in areas relevant to the petrochemical, oil and natural gas industries.
  - A jointly administered scholarship fund.
  - Funding to the Assembly for a Mi'kmaq liaison officer.
  - Mi'kmaq Advisory Committee, with two representatives from both parties to monitor the agreement.

- The company is proactive in challenging other companies in the oil and gas industry to follow suit and are also encouraging subcontractors to be proactive in hiring Aboriginal people.

- The main project in Nova Scotia is now complete and the company will focus on capacity building until new projects come along.

Outcomes

- Over the past year, around $2 million of business was done with Aboriginal businesses in Nova Scotia. This exceeds the 5% set-aside target.

- Over the past year, 50-60 Aboriginal people were employed on company projects in Nova Scotia.

Lessons Learned/Applications

- Corporations are willing to listen to Aboriginal companies with a good business case.

- Corporations need to embrace the principles of Aboriginal participation in the economy into the fabric of their organization.

- Costs are minimal to corporations.

- Sometimes trade unions can present a barrier.

- The company has a favourable reputation when trying to do business in other parts of the country.

- Aboriginal communities have to approach their relationships with the private sector from a business perspective.

- Even a small set-aside is valuable as it demonstrates a company's commitment to the principles of Aboriginal participation in the economy.

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Submitted by: Province of Nova Scotia

Deton'cho Diamonds Inc.

Subject Matter/Category

- Deton'cho Diamonds Inc. (DDI) is a best practice of an Aboriginal group teaming up with a group of investors to manufacture diamonds in the Northwest Territories (NWT). Each group has expertise in a specific area integral to the success of DDI.

Description

- DDI is an incorporated company created for the purpose of manufacturing rough diamonds. The parties include Detoncho Investments North Ltd. (majority owner) and a number of private investors.

- DDI successfully applied for funding from a number of funding agencies including: Financial Management Board Secretariat (Government of Northwest Territories (GNWT)), bank guarantee for the purchase of rough; Business Credit Corporation (GNWT), loan for the purchase of equipment; Resources, Wildlife and Economic Development (GNWT), contribution for the purchase of equipment; Aboriginal Business Canada (Industry Canada), contribution for start-up capital; Education, Culture and Employment (GNWT), contribution for training.

Outcome

- DDI opened for business in the spring of 2000. It plans a steady increase in production of polished diamonds over a five-year period. It currently employs 22 trainees, 16 of whom are Aboriginal.

Lessons Learned/Applications

- DDI is the first Aboriginal majority-owned diamond manufacturing facility in the Northwest Territories. It combines the business expertise, diamond knowledge and experience, and the human-resource network necessary to be successful. It is hoped that this business model can be duplicated in the future at other diamond manufacturing facilities in the Northwest Territories.

- The factory foreman plans to retire in five to six years. The intention is to replace him with a northerner at that time.

Contact/Resource Person

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Submitted by: Government of the Northwest Territories

Intergovernmental Forum Process and Economic Development

Subject Matter/Category

- The Intergovernmental Forum (IGF) process is an example of a best practice in government relations and cooperative action. It includes a joint working group to identify and recommend economic development initiatives.

Description

- Northwest Territories Aboriginal leaders, Minister Nault and Premier Kakfwi of the Government of the Northwest Territories (GNWT) agreed that the Aboriginal, federal and territorial governments need to cooperate on matters of mutual interest in a range of economic and political development areas. This agreement resulted in the establishment of the IGF as a table to discuss and develop agreements on a "government-to-government-to-governments" basis. An important feature is that Aboriginal governments are acknowledged as full and equal partners in the process.

- A Working Group on Economic Development was struck to carry on the task of identifying and making recommendations on key economic development issues.

Outcome

- The outcome is that all three levels of government, along with key industry and related interest groups, are working cooperatively at the highest levels, to promote economic development in the Northwest Territories.

Lesson Learned/Application

- The IGF is an example of how governments can avoid jurisdictional disputes, move toward appropriate recognition, and take cooperative action immediately in crucial areas of mutual interest to ensure there is meaningful input to policy decisions among all governments.

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Submitted by: Government of the Northwest Territories

Sustainable Aboriginal Tourism - Rabesca's Resources Ltd. (1988)

Subject Matter/Category

- Best practice of incorporating modern, mainstream tourism business practices with local Aboriginal culture and well-being programs. This includes the establishment of a barren-land caribou-hunting operation at Camp Ekwo, as well as a wilderness spa and meeting place (Sah Naji Kwe), that includes a line of skin-care products utilizing local clay and boreal-forest plants.

Description

- The business is owned and operated by Moise and Joyce Rabesca, local and employs local and regional employees, with 90% of goods and services purchased in the Northwest Territories. Overall objectives have been to expand local employment and economic opportunities, as well as utilizing traditional skills and knowledge in a sustainable manner.

Outcome

- Rabesca's Resources Ltd. now operates a successful, commercially competitive hunting camp. A wilderness spa resort is in the initial stage of planning. Long-term objectives include partnering with Grandfield Pacific Inc. and others to complete resort development and expand the line of skin care products.

Lessons Learned/Applications

- Success was a result of constant, unwavering commitment to and perseverance in business development over a twelve-year period. This was complimented by a dynamic integration of traditional Dogrib skills and contemporary business practices by the owners.

- Main lessons learned are to believe in yourself and keep working toward your objective. A wide range of business opportunities have become possible for Aboriginal people in the Northwest Territories with this approach to business and the ability to partner with other people and businesses.

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Submitted by: Government of the Northwest Territories

The Pangnirtung and Cumberland Sound Fisheries

Subject Matter/Category

- $ Community and government cooperation in developing the renewable resource sector, or the traditional Inuit economy.

Description

- $ Due to the relative geographic isolation from established southern industries and markets, economic opportunities in Nunavut are quite limited, and the economy is quite dependent on government spending. At the same time, 60% of the population is under 25 years of age.

- $ In these smaller communities where opportunities for employment in the formal wage economy are quite limited the resultant unemployment rates are very high. The Government of Nunavut (and previously the Government of the Northwest Territories) has recognized that the development of the renewable resource sector or the traditional economy, offers promise for future economic well-being. As an illustration, the input (or replacement) value of country food has an estimated value of over $30 million annually in Nunavut as a whole, that is at least the value of annual food imports which offer markedly less in nutritional, social, and cultural benefits.

- $ While interest in the development of a formal commercial renewable economy has been growing in Nunavut, constraints, such as the limited productivity of the arctic environment, higher development and operating costs, and the combination of small local markets and distance from potential export markets have always constrained commercial development.

- $ Fishery development began in Pangnirtung in 1985, with the introduction of a test fishery using an upgraded vessel belonging to the local Hunters and Trappers Association (HTA). The following year, in 1986, indigenous fisherpeople from nearby Greenland were brought in to train Inuit fisherpeople from Pangnirtung in winter long-line techniques. Turbot could be cost-effectively harvested from the ice platform on Cumberland Sound from January to March, then sent to the south to fill a seasonal vacuum in the availability of fresh fish from other more traditional sources. Long-lining is a harvesting technology that leads other technologies in terms of resource conservation and in terms of the quality of the product produced.

- $ In 1988, a more comprehensive approach was introduced and productivity increased. Professional management was brought in to manage the fish plant and oversee processing and other functions. In 1989 the fishery increased further and the total

number of participants reached 43. Older more experienced fisherpeople were now being paid by the pound for their catches, reflecting the move from exploratory fishing and technology development to a more commercial phase, and they were training younger Inuit as helpers. In 1990 the plant was expanded to accommodate changes in production to achieve greater operating efficiency and quality control. Production increased by 10 times over the previous year, which unfortunately created strains on the local economy and community, organizations. Fluctuations in the fishery's primary markets created problems in terms of profitability. In 1991, the fishery was restructured due to financial losses, and a number of options were looked at to get the fishery back on its feet. The community chose to involve a development corporation, a government-funded a arms-length organization that could take higher risks than conventional investors and could also build local capacity over time. The plan was to use this model for development purposes until the development corporation, with majority control outside of Pangnirtung, would divest itself of ownership. The new corporate structure, Pangnirtung Fisheries Limited, combined the interests of the locally owned Cumberland Sound Fisheries Ltd. and the Northwest Territories Development Corporation.

$ Since 1991, Pangnirtung Fisheries has grown to be an integrated fishing company, which includes a new processing plant, a continuing winter long-line fishery for turbot, offshore turbot fisheries in harvesting through joint ventures with southern-based operators, and, more recently, inshore shrimp quotas. Training for hi-tech offshore fisheries is continuing, and initiatives are under way to invest in vessel ownership as an alternative to ongoing royalty revenues from joint-venture operators fishing Nunavut quotas.

Outcome

$ The economic impacts of the fishery on the community have been dramatic, with more than 50 new jobs during peak operations, resulting in a total of $1.5 million in new income in the community. This is a Nunavut success story.

Lessons Learned/Applications

$ The lead community agency in the earlier development of the fishery was the Pangnirtung HTA, whose mandate is to represent the collective interests of local hunters, fisherpeople, and trappers within the context of supporting conservation and traditional harvesting activities and traditional knowledge. The problem facing the HTA was that, at a certain point in the rapid evolution of the fishery, it had a lot of responsibility, with control vested in a local Board of Directors, but lacked management capacity and even a mandate for commercial enterprise development.

$ Government's role in the fishery was to provide early overall administrative and managerial support to the fishery and to the HTA. In addition. government provided the seed funding and back-up expertise to allow the fishery to develop through

developmental years. The government also provided subsidized access to fishing gear and new innovations and equipment were introduced to support the fishery. The local economic development officer and regional staff in Iqaluit worked closely with the local fisherpeople and Board of Directors in a developmental context.

- $ This model of fisheries development in Pangnirtung can be perceived as an optimal mix of entrepreneurial efficiency, self-interest and the need to succeed using more traditional consensus-based decision making. In the end this model has survived because it best balances the economic and the sociocultural considerations of sustainable development in an Aboriginal community.

Contact/Resource Person

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Submitted by: Government of Nunavut

Ontario Aboriginal Economic Development Program

Subject Matter/Category

- $ Alternative service delivery of an Aboriginal-specific economic development program.

Description

- $ The Ontario Aboriginal Economic Development Program (OAEDP) is designed to support Aboriginal participation in market opportunities and business development and economic development.

- $ The program has an annual budget of $1.5 million. Funding is available for Aboriginal organizational development, economic capacity building and business development projects.

- $ The OAEDP is jointly developed and managed program by the Ontario Native Affairs Secretariat and the Ontario Aboriginal Provincial and Territorial Organizations through an OAEDP working group.

- $ The OAEDP Working Group oversees joint development of program design, guidelines, application materials, and the delivery process.

- $ Features of the OAEDP alternative service delivery model are:
  - $ Program administration by an Aboriginal organization (identified through a competitive application process); and
  - $ Project decision-making by a Project Review Committee comprised of representatives of the Aboriginal Provincial and Territorial Organizations.

Outcomes

- $ Delivers on directions set out in the Province of Ontario's Aboriginal Policy Framework for self-administration of programs by Aboriginal communities and organizations, wherever feasible and cost-effective.

- $ As one of the programs in Ontario's Building Aboriginal Economies strategy, the OAEDP contributes to the strategic direction of creating opportunities.

- $ Provides for shared ownership of the program.

- $ The program is designed and delivered to address the identified needs of Aboriginal communities on and off-reserve.

- $ Project funding is distributed on a fair and equitable basis.

Lessons Learned/Applications

- $ Joint program design through the OAEDP Working Group allows for relations and expectations to be managed while achieving the program's goals;

- $ Alternative service delivery assists in building capacity within Aboriginal organizations; and

- $ Alternative service delivery of Aboriginal programs is a recommended best practice approach.

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Submitted by: Province of Ontario

Ontario Aboriginal Partnerships Recognition Award

Subject Matter / Category

- To acknowledge a successful Ontario-based Aboriginal business partnerships.

Description

- The Ontario Aboriginal Partnerships Recognition Award is one initiative of the Working Partnerships Program, which is the centrepiece of Ontario's Building Aboriginal Economies strategy.

- The purposes of the Award is to provide public recognition to a successful Aboriginal partnership, to provide businesses with concrete examples of such partnerships, and to increase the corporate sector's understanding of the benefits that can be achieved through partnerships.

- The government of Ontario established this annual award with assistance from the National Aboriginal Achievement Foundation.

Outcomes

- The first recipients of the Ontario Aboriginal Partnerships Recognition Award were recognized at an awards ceremony held at the Aboriginal and Corporate Economic Development Conference on November 26, 2000 in Toronto, Ontario.

- The award went to the Wabigoon Anishnaabe Gitigewin Inc. Tree Nursery - a partnership between the Waabigon Saagaigan Anishinaabeg First Nation and forestry companies Bowater Forest Products Division, Thunder Bay Woodlands Operations and Weyerhaeuser Company Ltd..

- A short video promoting the Working Partnerships Program and the recipients of the award was developed.

Lessons Learned/Applications

- This initiative is effective in raising awareness and profiling examples of successful partnership examples.

- The video has proven to be a valuable marketing tool.

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Submitted by: Province of Ontario

Ontario Working Partnerships Program

Subject Matter/Category

- $ Building Aboriginal capacity to create business partnerships.

Description

- $ The Working Partnerships Program is the centerpiece of Ontario's Building Aboriginal Economies strategy. The goal of the program is to facilitate partnerships between the community and the corporate sector in order to create jobs and economic benefits for Aboriginal communities.

- $ The Working Partnerships Program has an annual budget of $2.4 million, and it includes the following initiatives:
  - $ Working Partnerships Advisory Committee;
  - $ Partnership Development Advisors Initiative;
  - $ Partnership Workshops and Forums;
  - $ Economic Renewal Initiative;
  - $ Ontario Aboriginal Partnerships Recognition Award;
  - $ Partnerships Recognition Scholarships;
  - $ Partnership Development Resource Kit; and
  - $ Aboriginal Online Web Site.

Outcome

- $ As the program is just completing its second annual cycle, it is premature to report specific results. Initial anecdotal reports of results have been encouraging. Efforts are being made to measure jobs created, partnerships created, funding leveraged, etc.

Lessons Learned/Applications

- $ Most of the program initiatives are based on partnerships with Aboriginal, private sector or federal partners.

- $ The Partnership Development Advisor initiative, which places staff in 14 Aboriginal economic organizations under agreements that bring them together as a virtual team is an alternative service delivery model that is a recommended best practice approach.

- $ This approach can be used wherever governments wish to build capacity in Aboriginal organizations while also directing achievement of specific strategic objectives.

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Submitted by: Province of Ontario

Aboriginal Development Fund

Subject /Category

$ The Aboriginal Development Fund (ADF) facilitates access to investment capital, venture capital and technical expertise for economic development projects. It also funds debt servicing for eligible community infrastructure projects.

Description

$ The ADF has a budget of $125 million over five years. Its management is the responsibility of the Minister for Native Affairs. The ADF complements other government players of both the Québec and federal governments. Indeed, projects must be funded on a priority basis through existing programs.

$ A reserve sum of $120 million is allocated by nation or community. Each nation or community must present a list of priority economic development or community infrastructure projects or measures that can be funded using the budget earmarked for them. Following the signature of a special agreement which establishes the terms and conditions of management and cooperation of the planned program with respect to economic development and community infrastructure, an annual program plan is jointly established.

$ A $5 million portion of the total budget is earmarked for funding projects or measures submitted by Native persons living outside the community by way of organizations representing either all of the Native people of Québec or Native persons living outside the community.

$ Québec's role in economic development and community infrastructures must be clearly seen as a supplement intended to complement the trustee role of the federal government. Accordingly, a large portion of the project funding (at least 50%) must be assumed by the nation, the community, the federal government or any other partner.

Outcomes

$ The ADF has been in existence for just over a year, and the number of agreements already signed with the communities testifies to the favourable reception that the Fund has obtained.

$ The ADF enables the nations and communities to give tangible form to economic development projects that are structuring in nature or that help to create jobs. It also allows the nations and communities to carry out community infrastructure repairs,

expansion and construction work as well as to purchase community facilities and equipment. The Fund helps to improve the socioeconomic condition of Native people.

Lessons Learned/Applications

- In keeping with the effort to have Native people assume greater responsibility, the ADF seeks to allow Aboriginal communities to prioritize and to carry out, within the limits of a fixed budget, the economic development and community infrastructure projects that the communities deem appropriate. The ADF facilitates coaching, access to expertise and support for Aboriginal communities and nations in the choice of the projects which they consider a priority, for the purposes of carrying out these projects. Moreover, the implementation of the ADF depends on departmental and regional cooperation. Hence, the ADF eliminates major obstacles to Aboriginal participation in the economy.

- This fund was initially designed as a joint federal-Québec-Native fund of $250,000 million over five years. However, the federal government decided to participate in the funding of projects deemed a priority by the Native people, through its existing programs. Beyond financing sources from the federal government, the nations and communities are encouraged to, themselves, invest or seek partners among representatives of the private sector to raise the 50% of the funding (per project or measure) for which they are responsible.

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First People's Business Association

Subject Matter/Category

- The promotion, development, networking and emergence of strategic alliances and partnerships between Native enterprises and the national and international business communities.

Description

- Every Aboriginal and non-Aboriginal entrepreneur who is interested in joining a network with Aboriginal entrepreneurs. This may include businesspersons and not-for-profit organizations, band councils, other authorities and individuals.

- The Association seeks to promote Native entrepreneurship and the development of an efficient and recognized network.

- Created in 1994, the First People's Business Association has the aspiration of becoming a network connecting more than 20,000 Aboriginal enterprises already listed in Canada, over 2,000 of which are in Québec. At the present time, there are more than 500 members, close to 70% of who are of Native origin. The Association is situated in Wendake (Québec) and serves the Québec, Canadian and international markets.

- There is a five-year funding agreement that was signed in 1998 with the Government of Québec and a three-year funding agreement that was signed in May 2000, with the federal government. The Secrétariat aux affaires autochtones contributes on an annual basis to the Mishtapew Gala by offering an award of excellence to an Aboriginal enterprise. The Association hopes to achieve financial autonomy in the near future through the development of own-source revenues. Among the funding activities unforeseen, there are sponsorships by Aboriginal enterprises and the private sector in return for visibility, the organization of symposia, and membership fees.

Outcomes

- In addition to publishing a monthly newsletter, the Association has organized three galas to date. These galas, which are annual events for presenting awards of excellence, have made it possible to showcase some 70 Aboriginal enterprises before a public of more than one thousand business leaders and representatives of political and business circles. These events have also underscored the excellence of 24 award-winners in various categories and sectors.

- According to the 1999 activity assessment, the Association also placed more than 650

promotional capsules in various cultural or public affairs programs as well as 770 radio announcements. Profiles of Aboriginal enterprises have been presented in magazines and on a Québec television program.

- $ Cooperation and partnership ties have been forged with close to 40 partners, making possible, among other things, the creation of a scholarship for an Aboriginal student wishing to enter a career in the aeronautics field in cooperation with Air Canada, and a scholarship for young entrepreneurs, in partnership with the Fondation du Maire de Montréal pour la jeunesse (Mayor of Montréal's Youth Foundation).

- $ The list of the Association's achievements also includes its participation in the form of speakers, moderators or presidents in various symposia and seminars.

Lessons Learned/Applications

- $ The Aboriginal nature of the organization is such that the priorities of, and the actions undertaken by, the organization respond to the concerns expressed by Native persons. Moreover, the existence of the Association facilitates cooperation between Aboriginal entrepreneurs and the Government of Québec, which offers its support for the creation of a central network. A reference service and a placement service are also available for enterprises and the private sector. The Association also has a reference section for employability and other programs, as well as for various business start-up and development funding possibilities.

- $ The organization has had difficulty obtaining statistical information on Aboriginal enterprises and organizations, on their needs, their situation, the national and international portrait, etc. Self-financing is a continual challenge and there is still room for membership development.

- $ The recognition of the accomplishments of Aboriginal entrepreneurs by their peers at galas encourages other initiatives. The increased visibility of Aboriginal enterprises and the network of contacts facilitated by the Association help to increase Aboriginal participation in the economy. The assistance that the Association can provide stimulates entrepreneurship and promotes job creation and the development of partnerships, while allowing Native persons and non-Natives to get to know one another better. It is interesting to note the effects of such an association on the social development of the Native people as a community.

- $ An increase in the number of the Association's regional offices would allow national and international Aboriginal entrepreneurs to get to know one another and would give them access to new markets.

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Submitted by: Québec

Partnership Initiatives Between the Native People and the Private Sector

Subject Matter/Category

- $ Partnerships between non-Native enterprises and Native enterprises with community, individual or mixed ownership.

Description

- $ The partnership initiatives involve Native companies, the private sector, ministries and governmental organizations, including Crown corporations, which contribute to the development of business partnerships.

- $ As outlined in its document entitled, "Partnership, Development, Achievement," the Government of Québec provides its support for putting in place the conditions necessary to promote business partnerships. Recent examples in the forestry, mining and energy sectors provide a tangible illustration of this approach (awarding wood-supply contracts by the Government of Québec; promoting Native self-reliance within the organization, administration and development of human-resource training programs; and contracts for the leasing of lands and rights in the public domain).

- $ Examples:
  - $ Scierie Opitciwan S.E.C., Obedjiwan, Québec (Donohue);
  - $ Nabakatuk Forest Products Inc., Waswanipi, Québec (Domtar);
  - $ Nunavut Eastern Arctic Shipping Inc., (Logistec Corp.);
  - $ Raglan Mines (Falconbridge); and
  - $ Hydro Illnu (Hydro-Québec).

Outcome

- $ Among the results observed. mention may be made of the greater participation of the Native people in the exploitation of natural resources, a better interface between Native communities and stakeholders in the field of economic development, and the development of entrepreneurship.

Lessons Learned/Applications

- $ Supporting partnerships between Native and non-Native enterprises makes it possible to develop an entrepreneurial spirit in Native communities and promotes networking with other Québec enterprises. The partnership agreements may, and

very often do, provide for transfers of knowledge, expertise and techniques related to both operations and management of activities. These partnerships help to create jobs and often result in major economic spin-offs for the community and even the entire nation.

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Aboriginal Involvement in Provincial Forest Sector Development

Subject Matter/Category

- In 1999 Saskatchewan redirected a significant portion of former Weyerhaeuser timber volumes and previously unallocated timber to new joint ventures. Selection of new developments was based on the following key principles:
  - Community/Aboriginal involvement in all the new initiatives must have a First Nations or Métis partner. The conditional nature of the allocations requires that a joint venture between 'corporate Canada' and a local Métis or First Nation group be established.
  - Local/northern job creation, development plans must commit to developing local labour force, particularly Aboriginal.
  - Environmental sustainability companies must follow provincial environmental legislation. Cabinet approved the regulations in April 1999. They are among the most progressive in North America.
  - Business-based planning developments must be initiated based on a solid business model. There was little if any discussion of jurisdictional issues by First Nations proponents during the discussions that led to the allocation of the wood supply.

Description

- The allocations created four new Forest Management Agreement areas and several major new investments. Total investment will exceed $500 million.
- All are being developed by joint ventures with Aboriginal communities.
- All are being established based on business principles.
- All will support spin-off businesses in the region, often Aboriginal-owned or have predominantly Aboriginal employment.
- All will have their challenges to succeed.

Outcomes

- Expected creation of up to 10,000 jobs (3,300 direct; 7,700 indirect) in the forest

sector, and over 2,000 in the 'northern' region, or areas in Census Division 18.

- $ Aboriginal business development major joint ventures, with Aboriginal ownership.

- $ Creation of supply chain for small businesses that will be Aboriginal-owned (harvest, haul, silviculture, etc.).

Lessons Learned/Applications

- $ Despite good progress, a series of common challenges are emerging:

    - $ Training: over 3300 direct forest jobs will be created. Given the location of the jobs, and the training infrastructure in Saskatchewan, current capacity will be quickly exhausted.
    - $ Infrastructure: many developments will occur in areas of Saskatchewan that lack adequate infrastructure. For example, the MeeToos development (a joint venture between Ainsworth Lumber of British Columbia and the Peter Ballantyne Cree Nation) requires over 200 km of roads over the next decade to support regional development in the northeast.
    - $ Technology Transfer and Research capacity: Saskatchewan has minimal technology transfer capacity, research abilities, etc., focused on forestry. Delivering on these, and the training needs, requires focused attention.
    - $ Small-business development: local businesses need support to expand into the sector.
    - $ Financing: questions remain about the ability of many Aboriginal businesses to finance the expansion on their own.

- $ These challenges led to the creation Canada-Saskatchewan Forest Development Action Plan. The intent is to provide a mechanism to identify respective roles of the federal and provincial governments regarding forest sector growth, to encourage economic development, to develop a more skilled and flexible workforce, and to position Saskatchewan businesses and citizens to take full advantage of growth opportunities in this sector.

- $ Overall, significant economic development processes have been initiated separate from the ongoing jurisdictional discussions under way between Aboriginal groups and the federal/provincial governments.

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Submitted by: Province of Saskatchewan

Clarence Campeau Development Fund (CCDF)

Subject Matter/Category

- $ Partnerships/access to capital for Métis economic development.

Description

- $ Involves the Government of Saskatchewan (Economic and Co-operative Development (ECD), Intergovernmental and Aboriginal Affairs, Municipal Affairs, Culture and Housing) and the Métis Nation of Saskatchewan.

- $ The mission statement of the Clarence Campeau Development Fund (CCDF) is to improve the economic circumstances of the Métis community by providing access to funding for equity, community development initiatives, development of management skills, and assistance to new and existing Métis businesses. The goals of the CCDF are as follows:
  - $ to ensure that Métis entrepreneurs acquire the management, administrative and marketing skills necessary for business success;
  - $ to increase employment opportunities for Métis persons; and
  - $ to improve incomes for Métis persons.

- $ CCDF was established by the Métis Society of Saskatchewan Inc., subject to an agreement with the Government of Saskatchewan (ECD) dated June 11, 1997. Since its creation in 1997, approximately $4,5 million has been contributed to the CCDF from off-reserve gaming dollars. A commitment was made in 2000 to provide an incremental $2 million per year for the next three years.

- $ CCDF investments are targeted to commercially viable, market-based projects, primarily in value-added sectors of the economy. Each single project is subject to a maximum of the lesser between 10% of the annual fund allocation or $100,000. The Board may also enter into joint ventures with other investment entities.

Outcome

- $ Since the CCDF started actively funding projects in July 1998 (through to the end of 1999,) support for 28 community-based projects of $619,053 has been approved. This has leveraged financial support from conventional lenders in the amount of $939,798. The CCDF approved funding under its Equity Assistance Program for 66 entrepreneurial projects of $1,132,676. This has resulted in employment for 137 individuals and leveraged other funding of $6,167,383 from conventional lenders. The CCDF continue to foster strong working relationships with developmental and

conventional lenders in the province, especially in Northern Saskatchewan.

Lessons Learned/Applications

- The initiative is a partnership between the provincial government and the Métis Nation of Saskatchewan, with the Métis people themselves being responsible and accountable for CCDF expenditures. Responsibility for administering the funds has provided learning opportunities and positive experiences in governance for Métis Board members. The funds have also been used for capacity-building purposes for Métis people.

- One of the key lessons learned is the importance of capacity building in the Métis Nation, including the Métis entrepreneurs. Appropriate training, as well as experience, is important for success.

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Community-based Regional Economic Development Organizations

Subject Matter/Category

- Cooperative and collaborative partnerships, joint planning, sharing of resources and information, setting of short-, medium- and long-term goals for communities and regions to foster, encourage and support economic development at the community level.

Description

- The Northern Administration District (NAD) has eight Community-based Regional Economic Development Organizations (CREDOs): Athabasca Economic Development and Training Corporation; Central Cree Economic Development Corporation; Clearwater Regional Development Corporation; Creighton Regional Development Corporation; Dazi Regional Development Corporation; La Ronge/Air Ronge Community Development Corporation; Northeast Economic Development Association Inc.; and Three Rivers CREDO Board Inc..

- The composition of each CREDO varies from region to region, but all include northern municipalities of various sizes and some include educational institutions and Métis and First Nations organizations.

- The CREDOs, led by local boards and staff, help encourage and support local people of the region in starting or expanding a business. They also provide education information on sources of funding, as well as providing a communication link between Saskatchewan Northern Affairs (SNA) and other funding agencies based in and out of the NAD. The CREDOs are funded through a partnership funding agreement, to which the regional organization contributes $15,000 based on population of the communities. Through the Northern Development Fund, SNA contributes $60,000 annually to each of the eight CREDOs.

Outcomes

- A northern approach to regional planning and support for economic development.

- Communities and organizations of varying experience and expertise pool their ideas and resources to take a coordinated and cooperative approach to opportunities that present themselves. The CREDOs also provide support and direction to SNA with regard to the needs at the community and regional levels. Each CREDO is individualized to meet the needs of their particular region, taking into account the languages, cultures, and economic development opportunities.

Lessons Learned/Applications

- $ SNA has learned that economic development means different things to different people depending on the stage of community and human resource development in their particular region.

- $ CREDOs provide vital communication and feedback as to the most effective methods of working with them in regard to taking advantage of the economic development opportunities that exist, or opportunities that can be brought into the region.

- $ Each CREDO is at a different stage of development, and we realize that a blanket approach cannot be taken when dealing with communities/regions in northern Saskatchewan.

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Submitted by: Province of Saskatchewan

Northern Saskatchewan Strategic Opportunities Assessment

Subject Matter/Category

- $ Identification of northern economic development and diversification potential that can create business and employment opportunities for northern Saskatchewan (Northern Administration District) residents, 81% of whom are of Aboriginal ancestry.

Description

- $ In December 1998, in support of a broad northern strategy agreed to by the province and northern Saskatchewan political leaders, an Interim Northern Development Board (INDB) was created and funded by the province. The Board's mandate is to undertake a detailed Strategic Opportunities Assessment (SOA), to provide input on a proposed Canada-Saskatchewan Northern Development Agreement (CSNDA), and to help develop the role for a continuing Northern Development Board that would be created by the proposed Agreement.

- $ The INDB includes representatives from the Meadow Lake Tribal Council, Prince Albert Grand Council, Métis Nation of Saskatchewan, Saskatchewan Association of Northern Communities, Athabasca Economic Development and Training Corporation, and provincial and federal governments.

- $ The SOA is intended to document sectors of the northern economy in which viable and sustainable enterprises can be established or expanded to create business and employment opportunities for northern residents.

- $ Funded by Saskatchewan Northern Affairs, the INDB awarded an initial SOA consulting contract to develop an overview of the existing northern Saskatchewan economy, areas of potential, and related infrastructure and capacity-building requirements to achieve the potential identified.

- $ This first phase of the SOA was completed in October 1999. Phase II of the SOA is currently under way, providing more specific details within individual sectors or areas of the northern economy.

- $ Phase II projects are intended to support the development of individual business development proposals of various proponents. The following Phase II projects have been funded through the Canada-Saskatchewan Western Economic Partnership Agreement: Athabasca Transportation and Warehousing Study and Forest Business Incubator.

- $ Implementation plan and Northern Saskatchewan Strategic Investment Plan. The latter project includes further documentation of business potential (and associated investment levels required) in forestry, construction, trucking, non-timber forest products, air/water transportation, mine site reclamation, northern conference facilities, and aquaculture.

- $ As part of Phase II of the SOA, the INDB has also supported development of a commercial fishing business plan for the Saskatchewan Commercial Fishermen Co-operative Federation Ltd. and will be reviewing further proposals related to tourism development. The INDB has also developed a proposal for a Northern Development Corporation as a means by which public and private equity investment funds can be attracted to northern Saskatchewan business opportunities. The INDB has identified equity investment as a priority initiative to be addressed under terms of the proposed CSNDA.

Outcome

- $ A current and detailed assessment of economic development and diversification potential in northern Saskatchewan is being compiled. The resulting SOA is expected to facilitate the development of business plans and the provision of equity investment in support of the northern economy.

Lessons Learned/Applications

- $ The SOA is considered a best practice because of the involvement of all northern stakeholders at a single table (the INDB) in systematically supporting development of the northern economy as a means to increase family and community self-reliance.

- $ Key success factors: maintain clear communications throughout the process, keep the public informed about activities undertaken, and ensure studies undertaken yield results that support future action.

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Submitted by: Province of Saskatchewan

Saskatchewan Aboriginal Employment Development Program

Subject Matter/Category:

The Saskatchewan Aboriginal Employment Development Program (AEDP) is the only discrete initiative of its kind in Saskatchewan. It takes a bilateral, proactive, integrated and focused approach to attracting and targeting public and private employers for Aboriginal training and employment.

Description:

- The participants are: employers, such as health care sector, First Nations and Métis communities, including Aboriginal post-secondary institutions, Government of Saskatchewan, as represented by Intergovernmental and Aboriginal Affairs, and unions.

- There are three purposes for the partnership:
  - To achieve a workforce representative of Aboriginal people;
  - To prepare the workplace for the integration of Aboriginal employees by providing education on history and misconceptions of First Nations and Métis people; and
  - To identify economic opportunities that include Aboriginal businesses providing goods and services to the general economy.

- Through partnerships between Intergovernmental and Aboriginal Affairs, the AEDP provides a means for employers to identify their current and future job opportunities and to transmit that information to the Aboriginal community. In turn, the Aboriginal institutions are able to focus their training to meet actual employer demand. Furthermore, the employers prepare the workplace for the integration of Aboriginal people (examples of workplace preparation include the breaking down of barriers faced by Aboriginal people in the work place and providing cultural awareness training for all employees at all levels).

- The AEDP identifies all goods and services purchased by partner employers and communicates the potential opportunities to the Aboriginal community.

- The AEDP also clarifies the roles of government (communicates information, removes barriers within government and updates training programs and services), employers (prepares workplace by removing barriers to employment and delivering Aboriginal awareness training) and the Aboriginal community (prepares community to be successful as employees or as business people).

- The Aboriginal community receives the information about all types of jobs available. Individuals can then focus their training on employer demand for entry-, middle- and

senior-level positions and compete for those positions on a level playing field with others. This puts the responsibility of labour market preparation in the hands of the Aboriginal community. It moves the decision-making away from the employer, who has traditionally designated jobs and decided where and how many Aboriginal people will enter the workforce. Furthermore, the partnerships include working with unions to build an Aboriginal voice within the labour movement.

Outcome

- Since 1995, 26 partnerships have been signed and 27 employers have begun preparing their workplaces to welcome Aboriginal employees and maintain an environment that retains those employees. To date, there have been over 800 Aboriginal people hired, based on merit.

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Submitted by: Province of Saskatchewan

Saskatchewan Aboriginal Employment/Forestry Business Development

Subject Matter/Category

- The Saskatchewan government is restructuring available wood supply allocations to assist potential Aboriginal business developments, both First Nations and Métis; specifically, by Cabinet decision, first opportunity is being offered, in the development of new Forest Management Agreements, to northern Saskatchewan Aboriginal interests, who can develop effective joint business ventures with industrial partners in the forestry sector.

Description

- The participants are existing and developing Aboriginal (Métis and First Nations) organizations.

- There are three purposes for the initiative:
  - To increase economic participation by Aboriginal business interests from forest related communities of northern Saskatchewan;

  - Greater integration of Aboriginal employees into the forest sector workforce by providing opportunities for skilled, professional and managerial positions in Métis- and First Nations-owned and/or operated businesses; and

  - To use economic opportunities to promote increased self-sufficiency and a general rise in the standard of living for both on-reserve and off-reserve northern status and non-status Aboriginal residents.

- Through partnerships between existing or potential Aboriginal business interests and other industrial operations proficient in the forest sector, sound business developments that have the best long-term potential to remain economically viable while maintaining the natural health of the forest ecosystem, are supported.

Outcomes

- To date, several long-standing examples of First Nations participation in the forest industry have remained prevalent in Saskatchewan. These include NorSask Forest Products (Meadow Lake Tribal Council); and Wapawekka Sawmill (in partnership with Weyerhaeuser Saskatchewan).

- More recent developments relate to initiatives directed at future Forest Management Agreements (FMAs) creations. These include: the Peter Ballantyne Cree Nation joint

venture (Amisk-Atik) toward a northeast Saskatchewan FMA and saw-milling development; Kitsaki Development Corporation (Lac La Ronge Indian Band) partnership with Zelenski Bros. for an FMA development in north central Saskatchewan; and creation of the Métis Communities-based North West Communities Forest Products Inc. (NWC) to establish a saw-milling and FMA development in Northwest Saskatchewan.

- $ Of these developments, those associated with Métis companies are the most tenuous, because of poor funding opportunities and insufficient financial backing.

- $ For the Northwest Saskatchewan Métis communities development, five communities, represented by their mayors, have come together as stakeholders to form the NWC. Operation of NWC is done through a Board of Directors that guides the business dealings of the company. NWC has been conditionally granted a timber volume and is now seeking an industrial business partner to develop the timber-processing facilities. The NWC, as a joint venture, must secure sufficient funding to complete the business plans, resource inventories, environmental assessments and resource management plans necessary to obtain an FMA.

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Submitted by: Province of Saskatchewan

Däna Näye Ventures

Subject Matter/Category

- Access to capital, access to resources and partnerships

Description

- Däna Näye Ventures (DNV) is a Yukon based, 100% Aboriginal owned and controlled, registered nonprofit financial institution. It assists Yukon people and communities to become more self-reliant by providing developmental lending, commercial business loans, complete business services, and training for both Aboriginal and non-Aboriginal entrepreneurs and businesses.

- DNV delivers many federal and territorial government programs throughout its service area and has developed partnership arrangements with many levels of government. This includes the Self-employment Program on behalf of Human Resources Development Canada, External Delivery Office and the Aboriginal Youth Business Initiative Program for Aboriginal Business Canada, the Youth Loan Program and the Micro Loan Program for the Yukon territorial government.

- DNV's philosophies include valuing the preservation of the Yukon environment, respecting the cultural and social values of all Yukon people and strongly emphasizing developing people as the key resource for building successful businesses.

- Since 1985 DNV has been providing financial assistance and business services to Aboriginal and non-Aboriginal business enterprises and entrepreneurs. DNV is located in Whitehorse, Yukon, and provides services throughout the Yukon and in the northern British Columbia communities of Atlin, Good Hope Lake and Lower Post.

- Three lifetime members hold the shares in trust on behalf of all Yukon First Nations.

- Some of the programs administered through DNV are as follows:

    - Commercial loans to both First Nations and non-First Nations clients;
    - Developmental financing;
    - Youth Business Loans Program;
    - Yukon Micro Loans Program;
    - Assistance in accessing funds from Aboriginal Business Canada and through the Self-employment Program;
    - Youth Business Program;

- $ Business planning courses through the Self-employment Program and Aboriginal Training in bookkeeping, accounting and business planning;
- $ Business Consulting Services.

$ DNV provides businesses in the Yukon with commercial financing up to the amount of $250,000. It offers financing through various loan funds that are administered by DNV. Aboriginal and non-Aboriginal youth can apply for business capital through the two youth business loan programs. There is also an option for financing for majority-owned Aboriginal businesses through Aboriginal Business Canada. Businesses in the northern British Columbia communities of Atlin, Good Hope Lake, and Lower Post are also eligible for financing through DNV.

$ Financial services include short- and long-term loans with flexible repayment schedules, operating lines of credit, and demand loans. Loan fees are charged and vary depending on the size of the loan and the type of financing applicable. Business loans are available for enterprises such as buying or expanding a business, starting a new business, and contracting services.

Outcome

$ The individuals and businesses that have accessed DNV's services have had a very high success rate establishing a viable business and providing employment opportunities for themselves and others. DNV has successfully supported many export-related businesses, which has further benefited the local economy.

Lessons Learned/Applications

$ DNV is able to provide new and existing businesses with most of the financial services they will require. The different programs can be promoted and utilized effectively to maximize their benefits to the entrepreneur. By being able to provide loans and services to both Aboriginal and non-Aboriginal businesses the cost of delivery is minimized.

$ Obstacles include being unable to access further loan funds for non-Aboriginal businesses to meet the high levels of demand. We receive many good applications that often do not fit within lending guidelines for any of the chartered banks, but which represent very good opportunities for qualified applicants.

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Submitted by: Yukon Territory

Representative Public Service plans

Subject Matter/Category

- $ The Yukon government is responsible for the development of a Representative Public Service (RPS). The Public Service Commission (PSC) is responsible for producing the RSP plans and assisting departments in their implementation.

- $ The government's vision is to create and maintain a public service that represents the diversity of the population it serves and that reflects, values and respects the cultures, traditions and history of all Yukon peoples.

- $ Each plan's mission is to establish strategies to ensure the development of the Yukon First Nations' component of an RPS, Yukon-wide and within individual First Nations' traditional territories.

Description

- $ Chapter 22 of each signed land-settlement final agreement requires the Yukon government to develop and implement an RPS for the government as a whole and specifically where services are delivered within individual First Nations traditional territories.

- $ The PSC develops RPS plans jointly with Yukon government departments and individual First Nations. To date, draft plans exist and are being implemented for the Champagne and Aishihik, Teslin Tlingit and Nacho Nyak Dun First Nations. Consultations with the Trondëk Hwëchin, Selkirk and Little Salmon/Carmacks First Nations are under way. The Vuntut Gwitchin First Nation is considering beginning the consultation process.

- $ The government-wide plan and the plans for each traditional territory consist of six core strategies that focus on collaboration/relationship-building, communication, accommodation of First Nations' culture, training/development, employment, and monitoring/review. A number of specific initiatives are identified in each core strategy.

- $ First Nations Training Corps: The Yukon First Nations Training Corps supports the RPS plans. This program provides training assignments in the Yukon government for Yukon First Nations. The program is now used extensively, and is administered by a full-time person.

- $ Land claims training course: The PSC Staff Development Branch administers the government's land claims training course. This course is designed to teach Yukon

government employees about the culture and history of Yukon First Nations people and the impact of land settlement and self-government agreements on public services.

Outcomes

- $ Creation of strategic plans for a representative public service on a government-wide basis and in each First Nations traditional territory.

- $ Use of the First Nations Training Corps for training and development of First Nations people, primarily for employment in the public sector.

- $ Use of temporary assignments to facilitate staff exchanges between Yukon and First Nations governments.

- $ Widespread use of a training course for employees to increase their awareness of Aboriginal culture and understanding of the rights enjoyed by Aboriginal people under land and self-government agreements.

Lessons Learned/Applications

- $ Yukon government learned that it is important to carry out in-depth and collaborative consultations. Collaborative consultations were conducted in each First Nations traditional territory.

- $ Many similar areas of concern about recruitment, training and development exist for both Yukon and the First Nations governments.

- $ The consultation process itself greatly improved communications between the Yukon and First Nations' governments, revealing the many similarities between certain of our processes, as well as the differences between them.

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Submitted by: Yukon Territory

Yukon College First Nations Education Programs

Subject Matter/Category

- $ Deliver education and training in the location closest to its end use or of most convenience to students;
- $ Consider the prior knowledge and life experience of each student, both in the delivery and in the accreditation processes;
- $ Involve people in the process who can best assist in imparting knowledge;
- $ Develop partnerships that require involvement in every phase of the project;
- $ Engage the students as participants, rather than just as listeners;
- $ Ensure the learning event considers previous and future learning events/needs; and
- $ Ensure the learning event respects First Nations culture and expectations.

Description

- $ Deliver courses in communities, band offices, work sites;
- $ Discuss and engage students early to determine their knowledge and give credit for this knowledge, either formally if required or informally if not;
- $ Involve elders, senior community and administrative members in the learning event, utilize their knowledge, and have them pass it on to students;
- $ Enter into partnerships that involve all parties in all aspects of the learning process, including planning, funding in-kind, delivery, evaluation and student follow-up;
- $ Engage the students in activities and events directly related to the training, and seize the opportunity to involve students as self-teachers and in helping others; and
- $ In both the planning and delivery of training, ensure seasonal issues and cultural practices, such as potlatches and other events, are respected and plan to allow for them, so the learning event will not be compromised.

Lessons Learned/Applications

- $ Yukon College has had many successful partnerships with First Nations, as well as many less successful partnerships. The most successful ones invariably incorporated most or all of the elements listed above.

- $ Those that were not as successful almost invariably were missing several of the elements listed above. No specific examples of good or not-so-good events can be cited.

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Yukon Government and First Nations Governments

Subject Matter/Category

- $ Intergovernmental accords between the Yukon Government and First Nations Governments.

Description

- $ The signing of intergovernmental-relations accords or protocols between the Government of Yukon and First Nations Governments provide a practical and easy-to-understand mechanisms for working together on matters of joint concern and mutual interest. The objective of these accords is to help governments focus on common priorities they wish to work together on. It also helps both governments to develop a reciprocal way to hold each other accountable for work on priorities.

- $ To date, accords have been formally signed with the Vuntut Gwitchin, Nacho Nyak Dun and Tr'ondëk Hwëch'in First Nations.

Lessons Learned/Applications

- $ The accords need to be actively managed between the bureaucracies working in both the First Nations and Yukon governments.

- $ Follow-up needs to occur on a regular basis to ensure that priorities are being worked on and work plans are being developed.

- $ Senior bureaucrats need to meet with First Nations people on a scheduled basis to review progress.

- $ There is a natural tendency to complicate the accords process with excessive verbiage.

- $ Every effort needs to be made to keep the wording simple and understandable so that ordinary folk can understand the intent clearly. In doing the first intergovernmental accord, which served as a template for others, it was agreed beforehand that the document could not exceed a certain length. This discipline was necessary to keep the lawyers from complicating the process.

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Annex 7.4 Additional Selected Socio-Economic Data

About 55 % of Aboriginal people lived in urban areas. Cities with the largest Aboriginal identity populations are listed here[12]:

	Aboriginal Population	*% of Total Population*
Winnipeg	45,750	6.9
Edmonton	32,825	3.8
Vancouver	31,140	1.7
Saskatoon	16,160	7.5
Toronto	16,100	0.4
Calgary	15,200	1.9
Regina	13,605	7.1
Yellowknife	3,635	19.9
Whitehorse	2,805	14.6
Iqaluit	2,555	60.5

Table II: Aboriginal population in selected urban centres.

12 Vancouver and Calgary contain, within their boundaries, Indian reserves that were incompletely enumerated, so their counts are affected by this incomplete enumeration.

The highest level of schooling for Aboriginal people is not as high as for non-Aboriginal people.

	% with Secondary Diploma	*% with Post-Secondary Diploma/Degree*
Canada		
Aboriginal	5.6	14.0
Non-Aboriginal	11.5	27.9
Newfoundland		
Aboriginal	6.1	20.1
Non-Aboriginal	7.9	24.2
Prince Edward Island		
Aboriginal	2.1	17.4
Non-Aboriginal	8.2	25.2
Nova Scotia		
Aboriginal	5.4	18.9
Non-Aboriginal	7.9	28.9
New Brunswick		
Aboriginal	6.7	18.0
Non-Aboriginal	11.8	24.8
Quebec		
Aboriginal	7.0	13.4
Non-Aboriginal	14.2	25.7
Ontario		
Aboriginal	7.4	17.0
Non-Aboriginal	11.6	29.1
Manitoba		
Aboriginal	4.8	10.5
Non-Aboriginal	9.2	25.7
Saskatchewan		
Aboriginal	3.7	10.6
Non-Aboriginal	8.7	24.3
Alberta		
Aboriginal	4.7	14.0
Non-Aboriginal	9.3	29.3
British Columbia		
Aboriginal	6.8	15.9
Non-Aboriginal	10.5	30.0
Yukon Territory		
Aboriginal	3.6	22.3
Non-Aboriginal	7.1	35.6
Northwest Territories		
Aboriginal	3.4	14.5
Non-Aboriginal	8.5	38.2
Nunavut		
Aboriginal	1.5	11.4
Non-Aboriginal	8.2	49.3

Table IV: Comparison between Aboriginal and Non-Aboriginal people in the attainment of educational levels.

Annex 7.5 : Other Initiatives

Through working group discussions, a number of other initiatives were identified. This list, categorized by theme, is not intended to be prescriptive, rather, it is intended to provide options for governments/organizations to pursue within their respective mandates and jurisdictions.

Themes	*Other possible initiatives*
Building Understanding	• Support the preparation of a more comprehensive statistical portrait of Aboriginal realities in economic development • Support for the increased capacity to access appropriate data, better statistics that support performance indicators and other needs
Maximizing Economic Potential	• Encourage the adoption of policies and measures concerning partnerships and the development of joint initiatives • Review and assess legislative and regulatory requirements that restrict economic development • Encourage effective policy consultation within and between governments and Aboriginal organizations • Support regional and jurisdictional aspects in the promotion and support of natural resource developments in accordance with different policies and approaches
Creating a Stable Business Environment	• Greater support for increasing current capacities of Aboriginal people and for the development of Aboriginal businesses • Settlement of land claims

Human Resources and Support	• Support initiatives to ensure that each Aboriginal graduate gets a job • Stay-in-school programs that include outreach, education and skills development • Long-term strategies that include early childhood development • Support programs linked to the development of a skilled Aboriginal workforce • Support programs that focus on appropriate measures to augment the current educational system • Support the growing youth population with tools for success
Physical Infrastructure	• Support for the fundamental infrastructure needs required in northern and remote communities related to air, land and sea and the ability to connect with larger centres
Financing	• Identify ways to increase access to capital

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Alberta	www.iir.gov.ab.ca/iir/ab_affairs/ab_affairs_home.htm
Saskatchewan	www.gov.sk.ca/topic-picklists/?01 (Aboriginal topic index)
Manitoba	www.gov.mb.ca/departments.html
Ontario	www.nativeaffairs.jus.gov.on.ca/english/onas.htm (English)
	www.nativeaffairs.jus.gov.on.ca/francais/onas.htm (French)
	www.aboriginalbusiness.on.ca
	www.ontario-canada.com/aboriginal
Quebec	www.saa.gouv.qc.ca
New Brunswick	www.gnb.ca
	www.gov.nb.ca/0016/index_e.htm (English)
	www.gov.nb.ca/0016/index_f.htm (French)
	www.jedinb.org
Nova Scotia	www.gov.ns.ca/abor
Newfoundland	www.gov.nf.ca/exec/lass/default.htm
Prince Edward Island	www.gov.pe.ca
Northwest Territories	www.gov.nt.ca
Yukon	www.gov.yk.ca
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Nunavut	www.gov.nu.ca
Federal government	www.inac.gc.ca (Indian and Northern Affairs Canada)
	www.abc.gc.ca (Aboriginal Business Canada)
	www.hrdc-drhc.gc.ca (Human Resources Development Canada)

Addendum

Ministers and Aboriginal Leaders agreed to all of the recommendations in section 6.6 Options for Immediate Initiatives at their meeting May 11, 2001.